



# Local Resource Mobilization Assessment

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# **Local Resource Mobilization Assessment**

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Prepared for  
Democratic Local Governance Program (DLPG)  
United States Agency for International Development

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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## Abbreviations

BUPF	Bangladesh Union Parishad Forum
COP	Chief of Party
DLGP	Democratic Local Governance Program
FY	Fiscal Year
LRMA	Local Resource Mobilization Assessment
MAB	Municipal Association of Bangladesh
MOU	Memorandum of Understanding
NGO	nongovernmental organization
OSR	own-source revenue
RTI	Research Triangle Institute
SOP	standard operating procedure
Tk	Taka [currency]
UNO	United Nations Organization
UP	Union Parishad
USAID	United States Agency for International Development



# Executive Summary

## A. Introduction

The Democratic Local Governance Program (DLGP) is an award of the Bangladesh mission of the United States Agency for International Development (USAID) to RTI International (RTI). The overall goal of the program is to advance participatory local government in Bangladesh. In so doing, the program is expected to work with two local governments to expand their capacity to increase own-source revenues, and thereby to attract alternate funding sources to deliver services. As described in the project's work plan (Component 4, Activities 4.1. and 4.2), the cornerstone of this component is to assist local governments to improve resource mobilization and strengthen their financial management practices. The present assessment represents DLGP's first step in that direction by analyzing each of two local government's financial situation and providing recommendations for their improvement.

## B. Resource Mobilization Assessment Targeted Beneficiaries

The local governments selected for the assessment were the Shingra Municipality, Natore, and the Shahapara Union Parishad, Gaibandha. Both of these local governments signed a Memorandum of Understanding (MOU) with DLGP and are targeted beneficiaries of the DLGP effort.

Intensive field visits were conducted in the two local governments. During the field visits, chairmen, most members of the council, service department heads (where applicable), the secretaries, and other key financial officers were interviewed and relevant financial documents (such as the executed budgets) were collected and reviewed. These documents were in the local language and had to be translated and transcribed into English by DLGP staff.<sup>1</sup>

## C. Methodology

The methodology consisted of a chronological process that resulted in the preparation of three toolkits. These toolkits were developed before the field assessment. The first toolkit consisted of developing the resource mobilization assessment methodology and the corresponding protocols. The second toolkit focused on a financial analysis methodology that would be simple to replicate and provide an overall assessment of the local government. The third toolkit was the development of a conceptual framework to illustrate the linkages between resource mobilization, financial management capital investment planning, and budgeting.

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<sup>1</sup> Special mention and thanks to Mr. A.K.M. Saifullah and Sultan Mahmood for their assistance in translating and acquiring the financial information.

The methodology also focused on developing an assessment template. Each of the local governments is described in a similar format, which is based on the assessment toolkits that were developed as part of this effort. The main focus is on these local governments' local resource mobilization and financial management capacity with specific issues and possible areas for strengthening.

#### **D. Organization of this Report**

This report begins with a brief introduction followed by an overview of the two local governments. The rest of the report examines the current situation in reference to resource mobilization by placing special attention on own-source revenues. It mirrors the assessment methodology and examines revenue assessment, revenue collection (which focuses on tax rolls, rates, billing and collection, and personnel), budgeting, and cash management. Finally, recommendations are provided based on the results of the resource mobilization assessment.

#### **E. Illustrations throughout the Report**

The assessment is supported by graphic and pictorial representation to assist and illustrate key findings, observations, opportunities, and issues identified. To the extent possible, pictures are used to illustrate some of our findings; and we hope that reading the assessment report and capturing the core essential have been enhanced.

#### **F. Key Recommendations**

Key recommendations for each local government follow in their respective section. These recommendations can best be summarized in a three-pronged strategy that is relevant and applicable to both local governments. These are summarized below.

#### **RESOURCE MOBILIZATION STRATEGY**

- Improving existing own-source revenues (OSR)
- Financial management systems improvements
- Potential new sources identified by the Chairman and local council
- Best practices sharing program
- Identifying possible weaknesses in existing/traditional methods



## **G. Next Steps**

The suggested next steps to proceed in the resource mobilization strategy are as follows:

1. Establish a rollout plan to replicate the assessment in selected Union Parishad (UP) and municipalities with USAID concurrence
2. Design and develop the Training and Technical Assistance program for these two local governments and others targeted under the participatory strategic planning exercise.
3. Develop a best practice resource mobilization case study using Shahapara, and implement a regional best practices forum through the Bangladesh Union Parishad Forum (BUPF) regional associations.
4. USAID and DLGP formalize relations with the Ministry of Local Government and Ministry of the Establishment to Build Bridges to share information and lay ground work for policy dialogue and reform after the elections.
5. Examine the viability of establishing financial information systems to track DGLP beneficiary local governments; and to establish performance indicators to measure progress and provide inputs for policy papers on resource mobilization, financial management issues, fiscal transfers, and alternate funding sources.

# 1. Introduction

This document presents the findings of a Local Resource Mobilization Assessment (LRMA) conducted in Bangladesh during the period of April 30 to May 4, 2006 by a three-person team from DLGP. The team consisted of Lamar Cravens, DLGP Chief of Party (COP), A.K.M. Saifullah, DLGP local government strengthening coordinator, and Stephen Pereira, DLGP home office technical manager and municipal finance specialist.

The purpose of the assessment was to conduct a financial situation assessment, identify key strategies and opportunities to enhance resource mobilization in two selected local governments, and field test the toolkits developed during the assignment.

The local governments selected for the assessment were the Shingra Municipality, Natore, and the Shahapara Union Parishad, Gaibandha. Both of these local governments have signed an MOU with the Program and are targeted beneficiaries of the DLGP effort.

Intensive field visits were conducted in the two local governments. During the field visits, chairmen, most members of the council, service department heads (where applicable), the secretaries, and other key financial officers were interviewed and relevant financial documents, such as the executed budgets, were collected and reviewed. These documents were in the local language and had to be translated and transcribed into English by DLGP staff.

The most important overall objectives of the assessment were to ascertain whether

- Local governments can improve effectiveness and efficiency of their revenue base, given a limited tax base and high dependence on central government transfers to cover current expenditures like salaries and most of the development budget;
- Local governments must take part in an uneven competition with the central government in local revenue collection that further cripple local governments in mobilizing local resources;
- Local governments have the potential to increase specific own-source revenues (OSR) and other not-yet identified sources of revenue;
- DLGP team members could identify strategies to enhance the governments' revenue potential and assist in identifying nontraditional revenue generation;
- Legal and policy changes at the central government level are required to strengthen the local resource mobilization and financial management capacity of local governments on which DLGP will be working through its partner nongovernmental organizations (NGOs).

There are two distinct sections to the assessment of each local government. The first section covers the diagnostic assessment of each local government in which the field

work was conducted; the second section discusses the implications of these findings and provides recommendations for local resource mobilization and subsequent opportunities for DLGP to capitalize on.

## 2. Individual Local Governments

Two local governments were selected for field visits. Selections were made by the DLGP team and approved by the USAID/Bangladesh Cognizant Technical Officer to focus on a paurashava and a UP. UP Shahapara was selected because of its progressive chairman, who is in his third term and has won national awards for excellence, leadership, and introducing innovative practices in this local government. The chairman is also on the BUPF Board (see Annex 1 for Resource Mobilization Assessment).



Chairman and council members of UP Shahapara during the LRMA field visit on April 30–May 2, 2006. [Photo: S. Pereira;]

Shingra Paurashava was selected, as it is one of the beneficiaries of DLGP and is participating in the program. In 2001, it was elevated to a municipality status. Its chairman is the current Secretary General of the Municipal Association of Bangladesh (MAB).

Each of the local governments is described in a similar format based on the assessment toolkits that were developed as part of this effort. These toolkits included the assessment methodology and protocols and the diagnostic methodology.

The main focus of the report is on the local governments' local resource mobilization and financial management capacity with specific issues and possible areas for strengthening.



Chairman and council members of Shingra Paurashava during the LRMA field visit on April 30–May 2, 2006. [Photo: S. Pereira;]

**Table 2-1. Summary of Local Government Characteristics FY 2004–2005**

	UP Shahapara	Shingra Paurashava
Population, 2005	32,000	38,045
Own-Source Revenues Per Capita (BDT)	12.1	193.93
Current Expenditures Per Capita	18.7	178.26
Municipal Personnel	7?	25
<b>Service Responsibilities:</b>		
Water	No	Yes
Solid Waste	Yes	Yes
Markets	Yes	Yes
Street Lighting	FY 2006	Yes

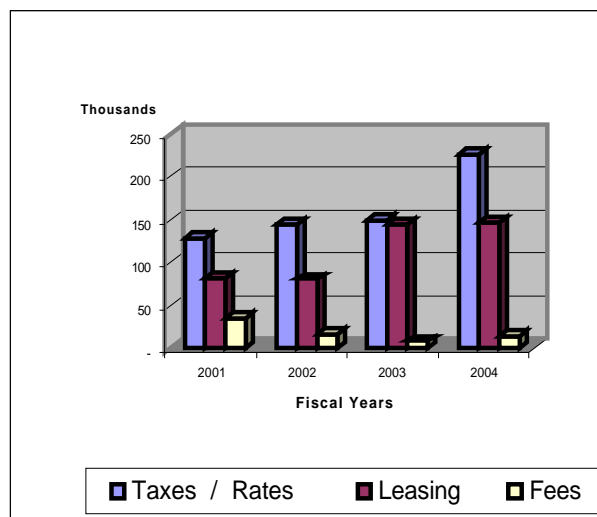
## 2.1 Union Parishad Shahapara

### Revenue Assessment

The primary own-source revenues for Shahapara are taxes, fees, and other incomes. Taxes are levied by the local authority on an item specified in the ordinance that does not relate to a service rendered. Examples include the holding tax, property transactions, and the amusement tax. Rates are charged for services rendered by the UP and include water rates and garbage collection rates. Fees are applied to specific services (e.g., licenses).

Current revenues are complemented by central government transfers that provide support to cover salaries and personnel fringe benefits.

**Figure 2-1. Own-Source Revenues FY 2001–2005**



Of the own-source revenues, taxes constitute the most important source and have been growing in nominal and real terms over the periods under study from 2001 to 2005 from about Tk. 130,000 to Tk. 226,000 budgeted for 2004 (see Figure 2-1). The 2003–2004 period provides budget actuals, whereas the 2004–2005 period provides only budget estimates. The primary taxes of importance are the **holding tax**, which has grown between 2002 and 2003 by 35.3% (see Annex 1, Table: Annual Variation in Real Terms), and the **property handover or transfer tax**, which has been declining since 2001 by an average of about 15% (see Annex 1, Table: Annual Variation in Real Terms). From discussions with the chairman and council members, the increase in collections of the holding tax has been the result of a concerted action by the UP officials to engage and motivate the local citizenry to pay these taxes for corresponding improvement in services. The officials work collaboratively with the community to enhance resource mobilization. Basic information of the UP is posted at the entrance (see adjoining picture). With regard to the property transfer tax, this is shared revenue with the national government that collects the tax and transfers 1% of the tax value to the UP. Although the standard operating procedures (SOPs) dictate that these taxes are transferred on a monthly basis, the transfers are not implemented on a timely basis but more at the discretion of the UNO (the authority in charge). They are also disbursed against transfers for project implementation. Of concern as mentioned already, these taxes are declining in nominal and real terms during the period under study.

From a **resource mobilization perspective**, the revenues from this tax can be enhanced considerably. However, the responsibility for billing and collection are outside the control of the UP. Nonetheless, efforts should be made to push for policy dialogue on how to improve the efficiency and distribution of this shared revenue source.

### Leasing on markets

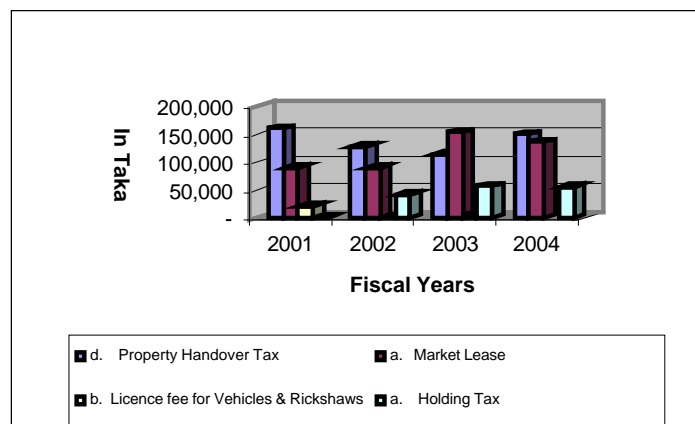
constitute the next important source of local resources. In real and annual terms, this revenue source experienced a dramatic increase between FY 2002 and 2003 increasing by more than 70%. However the anticipated increase budgeted for the following year was less than 1% (see Annex 1, Tables: Annual Variation in Nominal and Real Terms; and Figure 2-2). This is the result of the UNO exercising control over market administration after a government order of 2004.

This is an example of the centralizing tendency in local government finance by the national government that makes the UP and municipality dependent on central government transfers and a corresponding lack of financial and fiscal autonomy.



Budget posted outside UP government building [Photo: S. Pereira]

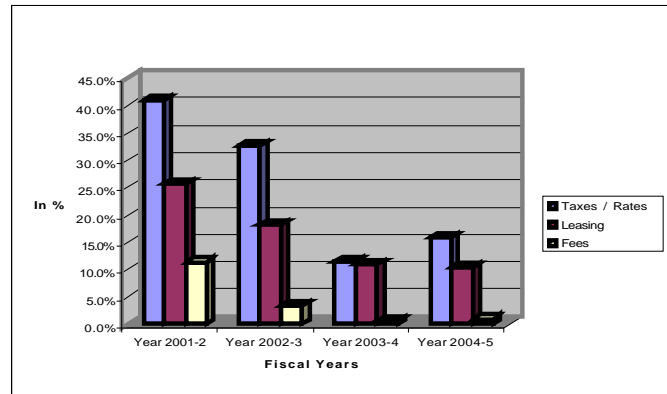
**Figure 2-2. Principal Own-Source Revenue Trends**



**Fees** are next in importance, of which the **licenses for nonmotorized vehicles** are the most important. The rate is determined and set by the government. However, the annual fluctuation in real and nominal terms is the result of the lack of a systemized process for billing and collecting. There is no registry nor is there any process to collect and track the growth rate. There is considerable potential to improve the collection by instituting a system to track the number of vehicles and establishing a process for collection, although some coordination will be needed with the municipality of Gaibandha.

Currently, the payment process is passive in nature and places the responsibility on the local citizenry to pay at the offices of the UP. The chairman agreed that fees could increase back to the 2001 levels of Tk.16,000 from the Tk. 5,000 collected in 2003. Furthermore, no fees were budgeted for the following year. The fees generated by the **village courts** also demonstrate significant fluctuations from one year to the next and are very small compared with the potential to be derived from licenses and **contractor trade/business licenses**. This is own-source revenue that presents great potential and yet has suffered fluctuations from one fiscal year to the next. For example, in 2001 it amounted to 16,000 taka. But no fees have been collected in the subsequent years, although Tk.10,000 was budgeted for 2004 (see Annex 1, Table: Executed and Proposed Budget UP Shahapara; and Figure 2-3)

**Figure 2-3. Distribution of Own-Source Revenues**





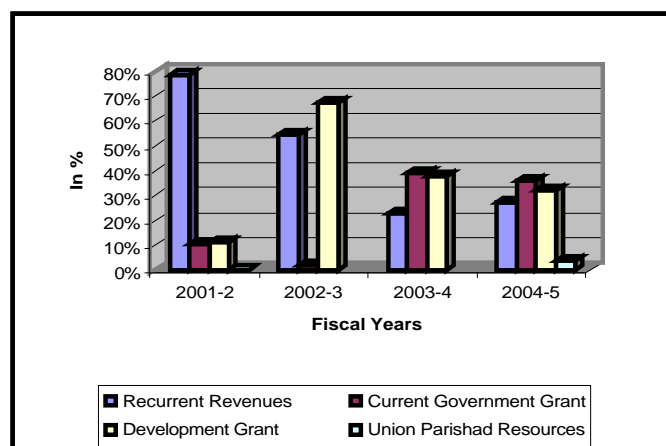
If we analyze the **relative importance of own-source revenues** of the total UP budget, the contribution of own-source revenues progressively declines during the period of study. For example, taxes declined from a high of 41% in 2001 to 11% in 2003, with a budgeted figure of 16% for 2004. Similarly, fees declined from less than 25.5% in 2001 and shows a decreasing tendency to 11% in 2003, with 10.5% budgeted for 2004 (see Figure 2-4). Similarly, the same tendency can be observed for fees; i.e., in subsequent years, fees diminish progressively.

It is important to keep in mind that while the decrease is the absolute value of percentage terms, own-source revenues have been increasing overall. In fact, taxes have almost doubled, while leasing has also increased significantly. Only fees have declined in monetary terms.

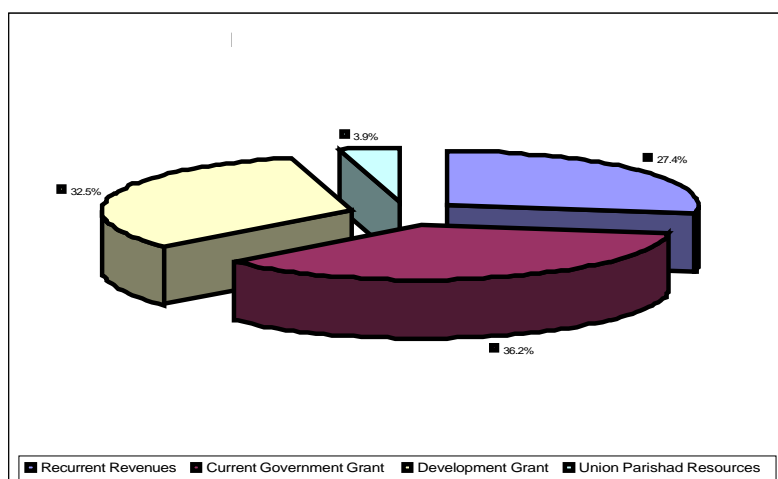
The decrease in own-source revenues as a percentage of total revenues is due to the role of central government transfers that affect both the recurrent budget as well as the development budget. As shown in Figure 2-4, as own-source revenues—taxes, leasings, and fees—have progressively declined, current government grants and development grants for infrastructure and other services have increased, albeit with fluctuations and variations

from year to year. It is also important to note that the UP has raised development resources from the community to address a specific health service that was unavailable. The investment was for an ambulance to assure that expectant mothers could be transferred to a hospital for delivery to reduce mortality rates of delivering mothers and infants. It is important to underscore how the chairman was able to raise in excess of Tk. 400,000 through a participatory process to address a pressing community need.

**Figure 2-4. Composition of Budget**



**Figure 2-5. Revenue Composition FY 2004**



Another perspective of the revenue budget for FY 2004 is self-explanatory in that it shows the dependence of the UP on national government transfers to operate (see Figure 2-5).

## Revenue Collection

### *Financial Management Practices*

#### *Tax Rates*

To both explain the resource mobilization strategy and also suggest ways to further enhance revenue potential, the assessment team queried and discussed financial, administration, and corresponding personnel issues with UP officials. With regard to the mobilization strategy, the UP made an effort to update its tax rate, which was increased by 8% over the past four years and another 5% hike was imposed in FY 2004–2005. This is the reason for an anticipated 10% nominal increase in FY 2004

#### *Tax Rolls*

The tax rolls are manually kept and are not systemized or regularly updated. However, the officials also confirmed that the number of households had increased from Tk. 4,000 in 2001 to Tk. 4,180 in 2005. These officials also expressed considerable interest in automating their property records by cost sharing in purchase of the equipment for this purpose. The chairman stressed that the UP was mostly interested in receiving technical assistance.

These raised issues of **realization** that is the proximity of the actual yields to the true potential of the own-source revenue and the **cost** that is the amount of resource used to collect the revenues in relation to their yield. The lack of updated tax rolls affects the identification, assessment, and collection of revenues. These were the areas that the senior officials identified as areas to be targeted for improvements.

### *Billing and Collections*

The UP confides in its village police who exercise the role of tax collectors for the holding tax and are paid by commission, which is 15% of total receipts. There are no records of arrears, however, and enforcement of late payments and arrears is an area where the UP could increase their yield on this tax. It is estimated that the collection efficiency stands at 70%, but it was not possible to verify this although the chairman was interested in obtaining



The image shows a green board with white text, titled 'ইউনিয়ন পরিষদের বার্ষিক বাজেট' (Union Parishad Annual Budget) for the year ২০০৪-২০০৫ (২০০৪-২০০৫) (2004-2005). The board is divided into columns for 'খরচ' (Expenditure) and 'আয়' (Revenue). The expenditure section includes items like 'পাট্রোল' (Patrol), 'স্বাস্থ্য' (Health), 'শিক্ষা' (Education), 'প্রশাসন' (Administration), 'অন্যান্য' (Others), and 'মোট' (Total). The revenue section includes 'ভাড়া' (Rent), 'স্বাস্থ্য' (Health), 'শিক্ষা' (Education), 'প্রশাসন' (Administration), 'অন্যান্য' (Others), and 'মোট' (Total). The board is posted outside a building with a concrete wall and a small archway.

Budget for a given fiscal year is posted outside the offices of the UP for general information. [Photo: S. Pereira.]

further assistance to improve the billing and collection efficiency.

The chairman also instituted public budget hearings to give the local populace a voice in the decision-making process and budget formulation. In fact, the budget for a given fiscal year is posted outside the offices of the UP for general information (see photo). This practice has increased and strengthened the community support for the third-term chairman and the governance team.

#### *Adequate Personnel*

The discussions with the UP officials reflected the concern and inadequacy of personnel coupled with the bureaucratic limitations imposed by the Ministry of Establishment to Build Bridges that rejected the recruitment of an assistant secretary although the UP planned to pay for the position. Furthermore, an accountant position is also not sanctioned. The impact of staff profiles on financial administration and management is an issue that must be a part of the policy dialogue that BUPF undertakes as an advocacy and representative body of the UPs. However, this issue, while important to local resource mobilization, is beyond the focus of this assessment.

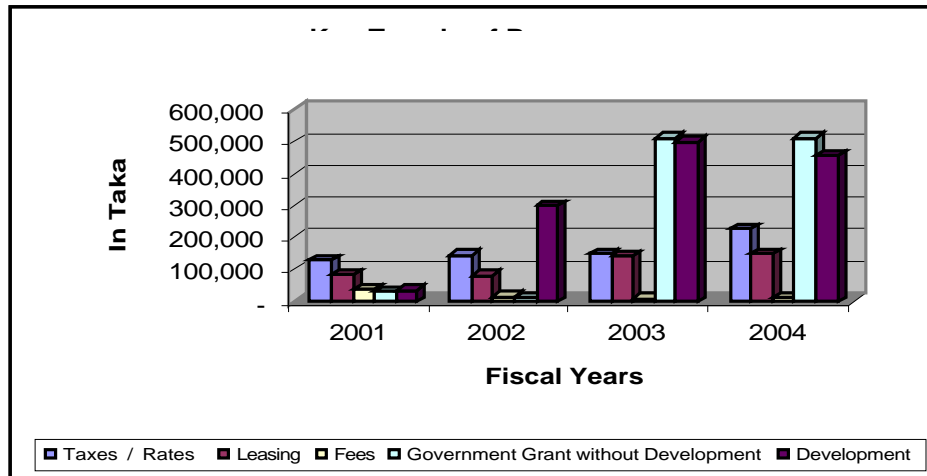
As a result, the council members play a key role in tax administration and budget formulation and execution.

#### **Budgeting**

The annual budget tends to be prepared each year in an isolated manner according to what is seen as pressing expenditure needs and resource constraints of the moment, without the benefit of any consistent longer-term direction and without regards to the impact of budget year projects and activities, but rather with regard to obtaining higher levels of transfers from the central government.

The budgeting of key revenue line items bears some semblance to the trends of key routine or recurrent line items. Likewise, the development items of the budget reflect the similar considerations when formulating the budget. This is best exemplified in Figure 2-6, which illustrates the budget increases (for selected revenue and expenditure line items) contemplated for FY 2004. However, the UP officials realized that they lacked the instruments to make better informed decisions based on growth trends; identification of tax subjects; rates and considerations to improve performance; and service delivery to the community. Such technical support could be provided through the DLGP, and the officials welcomed such support.

**Figure 2-6. Key Trends of Revenues**



### Cash Management

The UP records all financial transactions on a receipt-and-payment (cash) basis. Bookkeeping is essentially single entry, with separate and uncorrelated accounting for cash, assets, and liabilities. Final annual accounts are also presented on a receipt-and-payment basis, with separate supplementary statements for important balances.

Bookkeeping is with the secretary's office, where the main receipts and payment ledgers are kept. The cash book is kept by the secretary. Income accounts records are maintained in relation to the revenues collected and council members play a role in supporting these functions. The chairman and council members were interested in computerizing their ledger, as they had recently purchased a computer with sufficient processing capacity. The basic design of the accounting system is sound, though antiquated. The computer-based techniques for this particular UP could improve the speed and accuracy of recording transactions as well as facilitate the production of up-to-date information for management to improve revenue collections and record keeping of key revenue sources. This process should be gradual, however, and on a pilot-driven basis. Intensive staff training is an essential prerequisite for such a program.



Local UP officials meeting. [Photo: S. Pereira]

## 2.2 Recommendations

### Revenue Mobilization and Enhancement

The strategy to enhance resource mobilization and increase the UP own-source revenue hinges on a two-pronged strategy that capitalizes on the potential of existing sources and new sources identified by the UP officials.

Increasing or enhance own-source revenues through **existing sources** will entail identifying the specific sources; improving the cadastres and rolls of the registry; updating the rates; improving billing and collection efficiency; reducing arrears and adopting sound financial management practices with regard to enforcement; and creating client- or consumer-oriented strategies (such as one-stop shops) for issuance of certificates.

The UP officials were very innovative and were more focused on activities that would stimulate local economic development activity to generate more income for the community. A key lesson that the UP officials learned occurred through a reforestation project that was first undertaken by the Ministry of Environment and Forest. Although this project was a top-down—driven project, it failed because sustainability (i.e., tree maintenance) was not contemplated, and eventually the trees died. However, the UP officials and community valued the lessons learned. Ultimately, a bottom-up partnership between the community and the UP led to the revival of the project. The success that ensued resulted from a strong community-based organization involvement in the maintenance and propagation of this effort. The UP officials have learned that the public–private partnerships are the route to follow and, hence, are interested in other projects.

## RESOURCE MOBILIZATION STRATEGY

### Improving existing own-source revenues

- Holding tax
- Property transaction tax
- Birth, marriage, and nationality tax (through the development of a one-stop shop with an integrated civil registry automated system)
- Licenses
- Solid waste collection rates to at least cover the operational costs
- Leasing

### Financial management systems improvements

- Updating registry and rolls
- Providing an automated system for certificates
- Updating or revising rates under UP jurisdiction
- Launching computerized budgeting and accounting ledgers
- Improving billing and collection processes
- Reducing arrears and enforcing late payment fines
- Determining cost of services

### Potential new sources identified by the chairman and local council

- Fish villages
- Public lighting
- Markets
- Children's park
- Fruit processing activities

### Best Practices Sharing Program

The broad goal is to provide local governments with a venue to increase and improve collaboration and cooperation through direct exchange between practitioners on initiatives undertaken that are recognized as best practices. Simultaneously, a complementary goal is to strengthen and improve the ties between the heads of local governments and, ultimately, the organizations that represent their interest—BUPF and MAB.

There are three specific objectives within this broad goal, namely:

- Identify successful initiatives in local resource mobilization and other best practices that could be replicated on a national basis. Examine the overall local governance trends to see whether they can have a positive impact.

- Develop a mechanism for institutionalizing this activity to facilitate exchange of information and a replication of successful initiatives
- Assist in the strengthening of BUPF regional centers as the eventual organizations to promote this and other related initiatives.

### *Purpose*

The purpose of the Best Practices Sharing Program is to

- Replicate the successfully identified selected practice from the Shahapara to several UPs all over the Republic of Bangladesh through twinning arrangements;
- Enable the chairmen and the secretaries to learn from each other by sharing their experiences implementing creative and innovative local governance programs.

Chairmen will learn from innovative methods, ideas, and successful projects of other UPs and municipalities. Whenever possible, the chairmen will conduct the presentations. Through this informal, non-classroom setting, the chairmen's camaraderie can be strengthened, which allows for closer ties between local governments.

### *Expected Impact*

***Impact on the Chairmen.*** The Best Practices Sharing Program is intended to catch the attention and interest of the chairmen. Knowing that these ideas and success stories were actually achieved by fellow colleagues should serve as a motivational thrust and inspire them to do better in similar endeavors at home, to make their own innovations, or try something new. They will be keener on better revenue generation; and through this type of program, they will be able to familiarize themselves with the new options, such as credit financing and private-sector partnership programs through outsourcing schemes like service and management contracts.

***Impact on BUPF.*** It is very useful to consider the development of an analogous experience in the Philippines. This concept has very favorable results on the image and reputation of the League of Cities.

The Best Practices Sharing Program is one of the primary pillars of the league. This activity, with substantial initial assistance from USAID, has served to strengthen the image and reputation of the league. But more importantly perhaps, it has served to increase the collaboration and strengthen the relationship between local governments and mayors. Ultimately, the program fosters a better understanding of the diversity of the regions, and it facilitates bonding between the member cities.

The members view the league as a representative that champions their cause. It has the genuine participation of its members and, in turn, it helps its members attain progress in their cities. It has continued to gain respect and prestige in the country.

Some of these lessons could be adapted to the BUPF and MAB. Initially, this activity could be under the guidance DLGP. Much needs to be discussed and planned but there are obvious lessons that could serve the league in Bangladesh.

***Impact of Twinning Arrangements on Prospective Beneficiaries.*** The twinning arrangements could be signed among UPs where best practices have been identified and are sought for replication.

***Impact on Nontraditional Revenue Sources.*** Innovation in identifying nontraditional revenue sources, such as poultry farms throughout the UPs of Gazipur district, could be a big source of revenue generation.



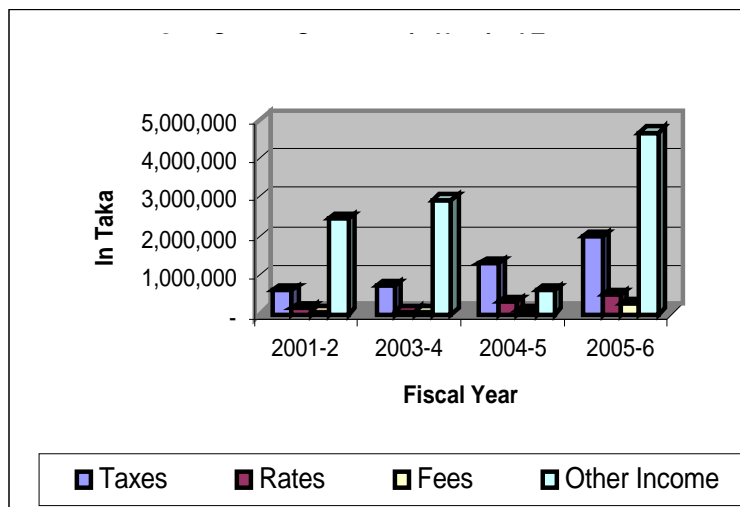
## 2.3 Shingra Paurashava

### Revenue Assessment

As with UPs, the Shingra Municipality shows a heavy dependence on central government transfers, which constitute between 60 and 85% of total revenues.

Taxes, rates, fees, and other income constitute the primary own-source revenues in the municipality. In real terms, each of these own-source revenues reflects peculiar and contradictory characteristics. While the taxes and rates have been growing each year and keeping up with inflation and population growth, the fees and other income have had some fluctuations over the same period (see Figure 2-7).

**Figure 2-7. Own-Source Revenues in Nominal Terms**

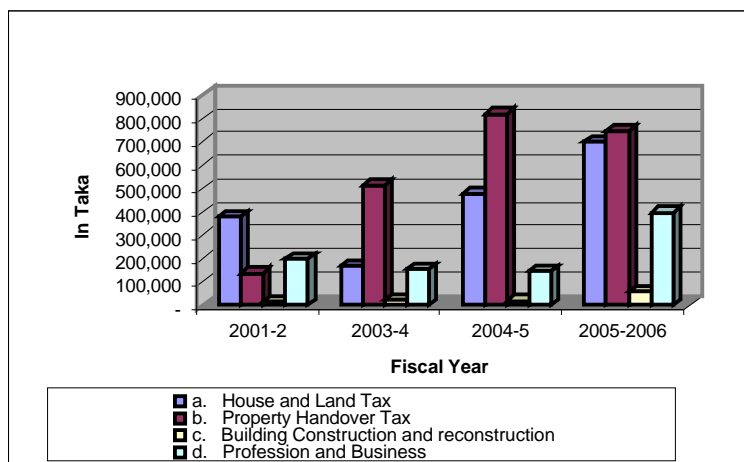


The taxes increased from Tk. 593,000 to nearly Tk. 1.2 million in 2004. During the same period, rates increased from Tk. 136,000 to more than Tk. 327,000 while fees nearly doubled from Tk. 49,000 to Tk. 90,000. Other income suffered a decline from nearly Tk. 3 million to fewer than Tk. 600,000 following a central government takeover of market leasing as was manifest in Shahapara also. Market leasing also declined from more than Tk. 2 million to about Tk. 250,000 as the UNO took over control of markets, which was prompted by a government order of the Ministry of Local Government.

Of the taxes, the property transactions or handover tax, the holding taxes are the most important, followed by the business and building construction tax. The transactions tax more than sextupled in nominal terms due to an aggressive campaign by the municipality by visiting house to house and getting the Imams (religious leaders) to assist by preaching about paying the taxes during the Friday prayers. These taxes have increased from Tk. 110,000 in 2001 to more than Tk. 400,000 in 2003, and to more than Tk. 700,000 in 2004. This represents an increase of nearly 80% between 2003 and 2004. Of these taxes, the property transactions have been most versatile. This tax has increased from Tk. 110,000 in 2001 to more than Tk. 723,000 in 2004. The increase between 2003 and 2004 was more than 68%. It reflects the rapid growth that the Shingra Municipality is experiencing (see Figure 2-8).

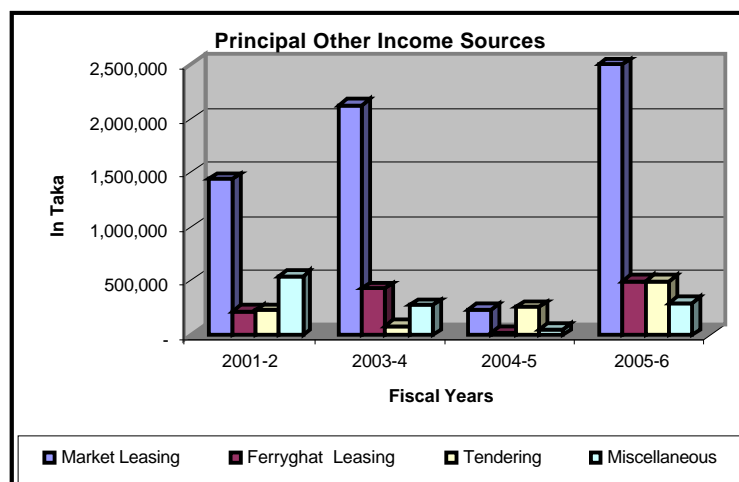
Although the holding tax was more important in absolute terms in 2001 when it reached more than Tk. 300,000, it has fluctuated over the years and, by 2004, it peaked at a little more than Tk. 400,000. The buoyancy reflects the potential that this tax has given the fluctuation of the past four years. Next in importance is the business and professional tax, and it has declined from a peak of nearly Tk. 160,000 in 2001 to less than Tk. 130,000 in 2004. Hence, it has declined in both nominal and real terms that contradict the growth that Shingra is experiencing. This issue will be further discussed in the weaknesses of financial management practices that, if strengthened, could enhance local resource mobilization considerably in the municipality.

**Figure 2-8. Primary Tax Revenues**



Taxes are followed by **other incomes** in magnitude of importance. In FY 2003–2004, they constituted 20.4% of total income, but dropped to just 3% by 2004. As previously mentioned, market leasing accounted for a sizeable proportion of own-source revenues until 2002, which is when this source was centralized. In 2001, miscellaneous income stood at more than Tk. 500,000, but since then this line item has

**Figure 2-9. Principal Other Income Sources**



shrunk progressively over the period under study (see Figure 2-9). It decreased to Tk. 275,000 in 2002 to less than Tk. 50,000 in 2004. From a budgeting and accounting perspective, it appears that this line item includes several items (such as bank deposits) that raise questions on the treasury and short-term investment policies of the municipality. The next line item in importance is ferry ghat leasing. This revenue line item has fluctuated from Tk. 226,000 in 2001 to Tk. 426,000 in 2002, and stood at only Tk. 17,000 by 2004. Clearly from the discussions, the chairman expressed frustration at

the lack of adequate personnel. For example, the municipality does not have accountant; and hence, there is a dearth of information on collection for leases paid in advance and outstanding amounts, if applicable. Key issues were also raised to the bidding and procurement process and how these leases are awarded. There appears to be the need for transparent system and procurement procedures. The forms and tendering or procurement documents contribute to the other income sources line item and reflect a cyclical pattern in yield. It has fluctuated from Tk. 226,000 in 2001 to nearly Tk. 83,000 in 2003, and stood at Tk. 260,000 in 2004. However Tk. 400,000 is budgeted for 2005. This is not surprising given the growth spurt that Shingra is experiencing. But it also raises the question of what the true potential is.

**Rates and fees** make up for the rest of own-source revenues. Their contribution to total revenues is negligible; i.e., it is less than 2% of total revenues for the FY 2003 and 2004. The solid waste collection is the most significant and important revenue line item of the rates. It has more than tripled in nominal terms between 2001 and 2004 from Tk. 136,000 to more than Tk. 320,000, respectively. This activity is implemented by contract employees. No solid waste fees are charged, but revenues are collected from the community for various activities and part of these revenues are used to cover the cost of this service. This activity points to the crucial need to determine the true cost of this service and to establish a policy of cost recovery although the elected officials appeared to be disinclined to charge for this service.



Water Supply Department, Shingra Municipality  
[Photo: S. Pereira]

The same situation is characteristic of water services in this municipality. While this service was recently implemented, no fees are presently charged, as it is incipient in its delivery. It services 150 families and water is supplied twice a day. The pumping station appears in the background of the adjoining picture. With regard to fees, contractor licenses are the most significant line item, and it has also nearly tripled in nominal takas between 2001 and 2004 from Tk. 38,000 to a little more than Tk. 90,000, respectively. Fees for nonmotorized vehicles do not appear as a line item under fees, and this line item is very important in a municipality with bustling economic activity as Shingra. This source will be targeted for revenue enhancement to tap its potential.

The resource mobilization assessment can also be examined in real per capita terms for the key own-source revenues that we have analyzed. In real per capita terms, the property transactions tax has increased from Tk. 6.29 in 2001 to more than Tk. 25 by 2004. This increase demonstrated that strategy adopted by the municipality has yielded exceptional results both in relation to the population growth rate and has kept up with inflation.

However, although the holding tax doubled between 2003 and 2005 from Tk. 7.66 per capita to Tk.14.6 per capita, it decreased from Tk.17.55 per capita in 2001 to Tk. 7.66 in 2003. It appears that the arrears for this tax are high, and this issue applies to other own-source revenues as well. Finally, the business and professional tax declined nearly Tk. 7 per capita to Tk. 4.5 per capita in the same period.

With regard to other income, market leasing decreased from more than Tk. 81.9 per capita to fewer than Tk. 8 per capita. However, the municipality has targeted an increase of more than Tk. 65 per capita, because it plans to build a commercial market place and lease the market to the private sector. In similar fashion, miscellaneous income has declined significantly from more than Tk. 30 per capita to under Tk. 2 per capita between 2001 and 2004. Both tendering and ferry ghat leasing have suffered a similar fate, with decreases of a similar magnitude as can be observed from the graph above.

### **Revenue Collection**

The revenue assessment and patterns observed above reflect a strong dependence on the central government which provides a major proportion of the revenues. That notwithstanding, the performance of own-source revenues raises several issues.

#### *Manual Tax Rolls*

The rolls are maintained manually and are not updated regularly. Although the municipality is relatively new (i.e., it was declared a municipality in 2003), it is experiencing high growth in terms of population and economic activity. The council expressed interest in automating their tax rolls and was aware that there is room for improvement and potential to enhance own-source revenue mobilization from existing sources. Also, because of political considerations, the council members appeared to be reluctant to raises taxes or fees although they recognized the importance of keeping up with the demographic growth rate and inflationary pressures. The rolls need to be updated for all the significant taxes, rates, fees, and other income. It is clear that by updating the registry and rolls, the potential to enhance own-source revenues are considerable.

#### *Updating Tax Rates*

The Shingra Municipality has not updated the rates in the past two years; and, in the case of water services, it is not charging the customers for the service that is still incipient as it serves 150 households and provides water two times a day. Neither the council nor the secretary was aware of the cost of providing the services. But expressed considerable interest in determining the real cost of providing



Shingra Municipality Council meeting to discuss tax rates. [Photo: S. Pereira.]

this service to know the in-built subsidy for providing this service. They expressed great interest and were more amenable to updating the rates after realizing the potential impact of the cost of each of the services.

### *Billing and Collection Efficiency*

As the municipality does not have automated and integrated financial information systems, the secretary and council were only able to provide estimates of the billing and collection efficiency. The billing is based on outdated rolls. The secretary estimated that, of the total billings, about 30% result in arrears; that is, the community does not pay. Hence, the collection efficiency stands at 70% but is probably lower since the rolls are not updated regularly. The council members were very interested in obtaining technical advisory services to improve the financial management systems so as to be able to improve their real billing and collection efficiency or in the case of water the in-built subsidy since no charges apply at present. The tax collector, however, appeared to question the process and its impact on the administrative process.

### *Arrears and Enforcement*

The local taxes in terms of their yield should be stable and predictable. And it should be elastic in relation to inflation and population growth and also the proportion of tax yield absorbed in collection costs should be minimized. Although Shingra has increased its taxes in the period under study, the arrears amount to about 30% of total collections. Enforcement appears to be a weak element in tax administration. Enforcement is not taken to its logical conclusion. The local council appeared to be considering outsourcing the collection of arrears, as they recognize that enforcement is weak, in part, because of inadequate personnel. For example, members pointed out that the municipality did not have an accountant despite repeated requests to the Ministry of Local Government, which is responsible for providing accountants to the municipalities. The chairman informed the team that there were 150 municipalities presently without accountants.

### **Budgeting**

As is apparent from the discussions of own-source revenues, municipal budgeting and the accounting process have been deficient. Two important issues are manifest. First, the budget formulation exercise does not take into account past performance nor the potential yield from own-source revenues. Second, the budget does not associate the costs of doing the services with the source of revenues for the service in question. This is a deficiency that the chairman recognized. Hence, it is not clear to determine the dominant orientation for budget decisions such as incremental deviations in line items from previous budgets or volume of services to be delivered and unit cost estimates.

From the information provided by the municipality (see Annex 2), several own-source revenues illustrate this issue. For example, the professional and business tax has been budgeted with an increase of more than 238% while ferry ghat leasing stands at a 2,731% increase although it declined in the previous years. On the other hand, market leasing has

been budgeted at 936% increase, which is attributed to the development of a new market for the municipality. The chairman and local council officials expressed interest to determine the true cost of services where cost recovery from the beneficiaries is possible. The market, water, and solid waste collection services are prime targets for this exercise.

### **Cash Management**

Accounting information is maintained on a cash basis. Major commitments are tracked separately in order to avoid over obligating the municipality, so that the cash system does not provide misleading information on the overall cash flow picture. The municipality does not appear to have cash flow problems although it does appear to have a capacity problem to implement. For example, in its first year, the primary balance hovered at 50% of total revenues, but it declined to 21% the next year. The reserves appear sufficient to handle the cash flow needs but controls on cash accounts were not properly defined. The proposed budget for FY 2005–2006 has the budget at approximately three times the previous year. This increase raises two issues: that of capacity within the municipality to implement the budget and that of the budget formulation process.

## 2.4 Resource Mobilization and Potential

The strategy to enhance resource mobilization and increase Shingra's own-source revenue hinges on a two-pronged strategy that capitalizes on the potential of existing sources and new sources identified by the municipal officials.

Improving financial management practices and systems is essential to increasing and harnessing the potential for Shingra. This strategy will entail identifying the specific sources; improving the cadastres and rolls or registry; updating the rates; improving billing and collection efficiency; reducing arrears; and adopting sound financial management practices with regard to enforcement and client- or consumer-oriented strategies like one-stop shops for issuance of certificates. Improving the budget formulation process, especially with regard to each revenue line item, is an

important element of the strategy. Finally, Shingra will need to address the need to recruit and hire an accountant to assure that these practices can be implemented. The current personnel capacity is inadequate.

### RESOURCE MOBILIZATION STRATEGY

#### Improving existing own-source revenues

- Holding tax
- Property transaction tax
- Birth, marriage, and nationality tax (through the development of a one-stop shop with an integrated civil registry automated system);
- Licenses
- Solid waste collection rates to at least cover the operational costs
- Water
- SOP improvements in leasing
- Determination of the cost of services

#### Financial management systems improvements

- Updating registry and rolls
- Providing an automated system for certificates
- Updating or revising rates under UP jurisdiction
- Obtaining computerized budgeting and accounting ledgers
- Improving billing and collection procedures
- Reducing arrears and enforcing late payment fines

#### Potential new sources identified by the chairman and local council

- New market
- Public lighting
- Community center
- Children's park
- Khas lands



The municipal officials were very innovative and were more focused on activities that would stimulate local economic activity to sustain the current growth that it is experiencing. The municipal officials are also keen to engage the private sector to stimulate growth through public–private partnerships in several activities in which the municipality could leverage additional capital. But, this remains a medium-term objective until the financial management practices are firmly entrenched and in place.



## **Annex 1. Resource Mobilization Assessment— Union Parishad Shahapara**

## Annex 1. Resource Mobilization Assessment—Union Parishad Shahapara

Union Parishad Shahapara - Executed and Proposed Budget in Current Taka

No.	Recurrent Revenue	2001	2002	2003	2004
	<b>Taxes / Rates</b>		In Taka		
	a. House and Land Tax	-	35,000.00	50,000.00	55,000.00
	b. Profession and Business		3,650.00		21,000.00
	c. Movie, Audio Visual, Theater				
	d. Property Handover Tax	129,121.00	107,000.00	100,000.00	150,000.00
	e. Transportation(without motor and boat) Rickshaw/Van				
	f. Police Salary Tax				
	g. Deep Tubewell/Power Trile Tax				
	h. UP Land Tax				
	i. Market Place Tax				
	j. Arear Tax				
	k. Others				
	<b>Sub Total</b>	<b>129,121.00</b>	<b>145,650.00</b>	<b>150,000.00</b>	<b>226,000.00</b>
	<b>Leasing</b>		In Taka		
	a. Market Leasing (Hat/exhibition)	73,000.00	74000	135,000.00	136,000.00
	b. Ferryghat and Shalloghat Leasing				
	c. Farm House	8,000.00	6,550.00	10,000.00	12,000.00
	d. Othes				
	<b>Sub Total</b>	<b>81,000.00</b>	<b>80,550.00</b>	<b>145,000.00</b>	<b>148,000.00</b>
	<b>Fees</b>		In Taka		
	a. Contractor License Trade Licence	16,500.00			10,000.00
	b. Licence fee for Cycle/Rikshaw/Van	16,000.00	200.00	5,000.00	
	c. Hat/Bajar Tender				
	d. Village court	3,200.00	600.00	3,000.00	3,500.00
	e. Others		14,500.00		
	<b>Sub Total</b>	<b>35,700.00</b>	<b>15,300.00</b>	<b>8,000.00</b>	<b>13,500.00</b>
	<b>Government Grant without Development</b>		In Taka		
	a. Chairmans Salary/Arear Salary/Member salary/ Bonus	33,000.00	10,000.00	237,600.00	237,600.00
	b. Seceretary Salary/ Other Stuffs/ Police Guard Salary			275,502.00	275,502.00
	<b>Sub Total</b>	<b>33,000.00</b>	<b>10,000.00</b>	<b>513,102.00</b>	<b>513,102.00</b>
	<b>Development</b>		In Taka		
	a. Agriculture, Health, Swearage	10,000	110,000.00	400,000.00	405,000.00
	b. Road Coinstruction	10,000	150,000.00	50,000.00	55,000.00
	c. Others (education)	15,000	40,000.00	50,000.00	
	<b>Sub Total</b>	<b>35,000.00</b>	<b>300,000.00</b>	<b>500,000.00</b>	<b>460,000.00</b>
	<b>Given By Union Parishad</b>		In Taka		
	a. T,R				
	b. K.B.K				
	c. Mass Education				55,000.00
	d. Others				
	<b>Sub Total</b>	<b>-</b>			<b>55,000.00</b>
	<b>Total Income</b>	<b>313,821.00</b>	<b>444,290.00</b>	<b>1,316,102.00</b>	<b>1,415,602.00</b>
	<b>Primary Balance</b>				
	<b>Gross Income</b>	<b>313,821.00</b>	<b>444,290.00</b>	<b>1,316,102.00</b>	<b>1,415,602.00</b>

No.	Recurrent Expenditures	Year 2001-2	Year 2002-3	Year 2003-2004	Year 2004-2005
	<b>General Admin</b>				
	Personell a. Chairman	66,100.00	10,400.00	237,600.00	237,600.00
	b. All others	122,182.00	49,660.00	275,502.00	275,502.00
	c. Supplies	27,100.00	17,787.00	57,100.00	62,000.00
	<b>Sub Total</b>	<b>215,382.00</b>	<b>77,847.00</b>	<b>570,202.00</b>	<b>575,102.00</b>
	<b>Health and Sewerages Department</b>				
	a. Supplies	-			-
		-			-
	<b>Other Recurrent Expenditure</b>	<b>37,695.00</b>	<b>40,000.00</b>	<b>50,000.00</b>	<b>25,000.00</b>
	<b>Infrastructures Dev Expenditure</b>				
	a. Road Construction and maintained	-	319,440.00	525,000.00	605,000.00
	b. Grave yard, Edgah, Cemetry,educational ins. & others	-	5,000.00	40,000.00	-
	<b>Sub Total</b>	<b>-</b>	<b>324,440.00</b>	<b>565,000.00</b>	<b>605,000.00</b>
	<b>Project Expenditure</b>				
	a. UP Development Help with BMDF (Grant/Loan)	-	-	69,600.00	156,000.00
	b. Flood rehabilitation project by MSP	-	-	-	-
	c. Environment Development and Poverty Alleviation Project	-	-	-	-
	d. Sub District city infrastructure development project	-	-	-	-
	<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>69,600.00</b>	<b>156,000.00</b>
	<b>Total Expenditure</b>	<b>253,077.00</b>	<b>442,287.00</b>	<b>1,304,802.00</b>	<b>1,361,102.00</b>
	<b>Closing Balance</b>	<b>60,744.00</b>	<b>2,003.00</b>	<b>11,300.00</b>	<b>54,500.00</b>
	<b>Total Expenditure</b>	<b>313,821.00</b>	<b>444,290.00</b>	<b>1,316,102.00</b>	<b>1,415,602.00</b>

**Union Parishad Shahapara - Executed and Proposed Budget: Composition**

No.	Recurrent Revenue	2001-2	2002-3	2003-4	2004-5
	<b>Taxes / Rates</b>			In Taka	
1	a. House and Land Tax	0.0%	7.9%	3.8%	3.9%
	b. Profession and Business		0.8%	0.0%	1.5%
	c. Movie, Audio Visual, Theater				
	d. Property Handover Tax	41.1%	24.1%	7.6%	10.6%
	e. Transportation(without motor and boat) Rickshaw/Van				
	f. Police Salary Tax				
	g. Deep Tubewell/Power Trile Tax				
	h. UP Land Tax				
	i. Market Place Tax				
	j. Arear Tax				
	k. Others				
	<b>Sub Total</b>	<b>41.1%</b>	<b>32.8%</b>	<b>11.4%</b>	<b>16.0%</b>
	<b>Leasing</b>			In Taka	
2	a. Market Leasing (Hat/exhibition)		16.7%	10.3%	9.6%
	b. Ferryghat and Shalloghat Leasing	23.3%			
	c. Farm House	2.5%	1.5%	0.8%	0.8%
	d. Othes				
	<b>Sub Total</b>	<b>25.8%</b>	<b>18.1%</b>	<b>11.0%</b>	<b>10.5%</b>
	<b>Fees</b>			In Taka	
3	a. Contractor License Trade Licence	5.3%	0.0%	0.0%	0.7%
	b. Licence fee for Cycle/Rikshaw/Van	5.1%	0.0%	0.4%	0.0%
	c. Hat/Bajar Tender				
	d. Village court	1.0%	0.1%	0.2%	0.2%
	e. Others		3.3%	0.0%	0.0%
	<b>Sub Total</b>	<b>11.4%</b>	<b>3.4%</b>	<b>0.6%</b>	<b>1.0%</b>
	<b>Current Government Grant</b>	78.3%	54.4%	23.0%	27.4%
4	a. Chairmans Salary/Arear Salary/Member salary/ Bonus	10.5%	2.3%	18.1%	16.8%
	b. Seceretary Salary/ Other Stuffs/ Police Guard Salary		0.0%	20.9%	19.5%
	<b>Sub Total</b>	<b>10.5%</b>	<b>2.3%</b>	<b>39.0%</b>	<b>36.2%</b>
	<b>Development Grant</b>			In Taka	
5	a. Agriculture, Health, Swearage	3.2%	24.8%	30.4%	28.6%
	b. Road Coinstruction	3.2%	33.8%	3.8%	3.9%
	c. Others (education)	4.8%	9.0%	3.8%	0.0%
	<b>Sub Total</b>	<b>11.2%</b>	<b>67.5%</b>	<b>38.0%</b>	<b>32.5%</b>
	<b>Union Parishad Resources</b>			In Taka	
6	a. T,R				
	b. K.B.K				
	c. Mass Education				3.9%
	d. Others				
	<b>Sub Total</b>	<b>0.0%</b>			<b>3.9%</b>
	<b>Total Income</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
	<b>Primary Balance</b>				
	<b>Gross Income</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

No.	Recurrent Expenditures	Year 2001-2	Year 2002-3	Year 2003-2004	Year 2004-2005
	<b>General Admin</b>				
1	Personell a. Chairman	21.1%	2.3%	18.1%	16.8%
	b. All others	38.9%	11.2%	20.9%	19.5%
	c. Supplies	8.6%	4.0%	4.3%	4.4%
	<b>Sub Total</b>	<b>68.6%</b>	<b>17.5%</b>	<b>43.3%</b>	<b>40.6%</b>
	<b>Public Health</b>				
2	a. Supplies	<b>0.0%</b>			0.0%
		<b>0.0%</b>			0.0%
3	<b>Other Recurrent Expenditure</b>	12.0%	9.0%	3.8%	1.8%
	<b>Development Expenditures</b>				
4	a. Road Construction and maintained	0.0%	71.9%	39.9%	42.7%
	b. Grave yard, Edqah, Cemetry,educational ins. & others	0.0%	1.1%	3.0%	0.0%
	<b>Sub Total</b>	<b>0.0%</b>	<b>73.0%</b>	<b>42.9%</b>	<b>42.7%</b>
	<b>Infrastructure Expenditures</b>				
5	a. UP Development Help with BMDf (Grant/Loan)	0.0%	0.0%	5.3%	11.0%
	b. Flood rehabilitation project by MSP	0.0%	0.0%	0.0%	0.0%
	c. Environment Development and Poverty Alleviation Project	0.0%	0.0%	0.0%	0.0%
	d. Sub District city infrastructure development project	0.0%	0.0%	0.0%	0.0%
	<b>Sub Total</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.3%</b>	<b>11.0%</b>
	<b>Total Expenditure</b>	<b>80.6%</b>	<b>99.5%</b>	<b>99.1%</b>	<b>96.2%</b>
	<b>Closing Balance</b>	<b>19.4%</b>	<b>0.5%</b>	<b>0.9%</b>	<b>3.8%</b>
	<b>Total Expenditure</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

**Union Parishad Shahapara - Annual Variation in Nominal Terms**

No.	Recurrent Revenue	Year 2001-2	Year 2002-3	Year 2003-4	Year 2004-5
	<b>Taxes / Rates</b>			In Taka	
1	a. House and Land Tax			42.9%	10.0%
	b. Profession and Business				
	c. Movie, Audio Visual, Theater				
	d. Property Handover Tax		-17.1%	-6.5%	50.0%
	e. Transportation(without motor and boat) Rickshaw/Van				
	f. Police Salary Tax				
	g. Deep Tubewell/Power Trile Tax				
	h. UP Land Tax				
	i. Market Place Tax				
	j. Arear Tax				
	k. Others				
	<b>Sub Total</b>		-17.1%	36.3%	60.0%
	<b>Leasing</b>			In Taka	
2	a. Market Leasing (Hat/exhibition)		1.4%	82.4%	0.7%
	b. Ferryghat and Shalloghat Leasing				
	c. Farm House		-18.1%	52.7%	20.0%
	d. Othes				
	<b>Sub Total</b>		-16.8%	135.1%	20.7%
	<b>Fees</b>			In Taka	
3	a. Contractor License Trade Licence				
	b. Licence fee for Cycle/Rikshaw/Van		-98.8%	2400.0%	
	c. Hat/Bajar Tender				
	d. Village court		-81.3%	400.0%	16.7%
	e. Others				
	<b>Sub Total</b>		-180.0%	2800.0%	16.7%
4	<b>Government Grant without Development</b>			In Taka	
	a. Chairmans Salary/Arear Salary/Member salary/ Bonus		-69.7%	2276.0%	0.0%
	b. Seceretary Salary/ Other Stuffs/ Police Guard Salary				0.0%
	<b>Sub Total</b>		-69.7%	2276.0%	0.0%
5	<b>Development</b>			In Taka	
	a. Agriculture, Health, Swearage		1000.0%	263.6%	1.3%
	b. Road Coinstruction		1400.0%	-66.7%	10.0%
	c. Others (education)		166.7%	25.0%	
	<b>Sub Total</b>		2566.7%	222.0%	11.3%
6	<b>Given By Union Parishad</b>			In Taka	
	a. T,R				
	b. K.B.K				
	c. Mass Education				
	d. Others				
	<b>Sub Total</b>				0.0%
	<b>Total Income</b>		41.6%	196.2%	7.6%
	<b>Primary Balance</b>				
	<b>Gross Income</b>		41.6%	196.2%	7.6%

No.	Recurrent Expenditures	Year 2001-2	Year 2002-3	Year 2003-2004	Year 2004-2005
	<b>General Admin</b>				
1	Personell a. Chairman		-84.3%	2184.6%	0.0%
	b. All others		-59.4%	454.8%	0.0%
	c. Supplies		-34.4%	221.0%	8.6%
	<b>Sub Total</b>		-178.0%	2860.4%	8.6%
2	<b>Health and Sewerages Department</b>				
	a. Supplies				0.0%
					0.0%
3	<b>Other Recurrent Expenditure</b>		6.1%	25.0%	-50.0%
4	<b>Infrastructures Dev Expenditure</b>				
	a. Road Construction and maintained			64.4%	15.2%
	b. Grave yard, Edgah, Cemetry,educational ins. & others			700.0%	-100.0%
	<b>Sub Total</b>		0.0%	764.4%	-84.8%
5	<b>Project Expenditure</b>				
	a. UP Development Help with BMDf (Grant/Loan)		0.0%		124.1%
	b. Flood rehabilitation project by MSP		0.0%	0.0%	0.0%
	c. Environment Development and Poverty Alleviation Project		0.0%	0.0%	0.0%
	d. Sub District city infrastructure development project		0.0%	0.0%	0.0%
	<b>Sub Total</b>		0.0%	0.0%	124.1%
	<b>Total Expenditure</b>		74.8%	195.0%	4.3%
	<b>Closing Balance</b>		-96.7%	464.2%	382.3%
	<b>Total Expenditure</b>		41.6%	196.2%	7.6%

**Union Parishad Shahapara - Executed and Proposed Budget In 2005 Takas**

No.	Recurrent Revenue	2001	2002	2003	2004
	<b>Taxes / Rates</b>		In Taka		
1	a. Holding Tax	-	41,947.46	56,747.10	55,000.00
	b. Profession and Business		4,374.52	-	21,000.00
	c. Movie, Audio Visual, Theater				
	d. Property Handover Tax	160,110.04	128,239.37	113,494.20	150,000.00
	e. Transportation(without motor and boat) Rickshaw/Van				
	f. Police Salary Tax				
	g. Deep Tubewell/Power Trile Tax				
	h. UP Land Tax				
	i. Market Place Tax				
	j. Arear Tax				
	k. Others				
	<b>Sub Total</b>	<b>160,110.04</b>	<b>174,561.34</b>	<b>170,241.30</b>	<b>226,000.00</b>
	<b>Leasing</b>		In Taka		
2	a. Market Lease	90,520.00	88,688.91	153,217.17	136,000.00
	b. Ferryghat and Shalloghat Leasing				
	c. Farm House	9,920.00	7,850.17	11,349.42	12,000.00
	d. Othes				
	<b>Sub Total</b>	<b>100,440.00</b>	<b>96,539.07</b>	<b>164,566.59</b>	<b>148,000.00</b>
	<b>Fees</b>		In Taka		
3	a. Contractor License Trade Licence	20,460.00	-	-	10,000.00
	b. Licence fee for Vehicles & Rickshaws	19,840.00	239.70	5,674.71	
	c. Hat/Bajar Tender				
	d. Village court	3,968.00	719.10	3,404.83	3,500.00
	e. Others		17,378.23		
	<b>Sub Total</b>	<b>44,268.00</b>	<b>18,337.03</b>	<b>9,079.54</b>	<b>13,500.00</b>
	<b>Government Grant without Development</b>		In Taka		
4	a. Chairmans Salary/Arear Salary/Member salary/ Bonus	40,920.00	11,984.99	269,662.22	237,600.00
	b. Seceretary Salary/ Other Stuffs/ Police Guard Salary			312,678.79	275,502.00
	<b>Sub Total</b>	<b>40,920.00</b>	<b>11,984.99</b>	<b>582,341.01</b>	<b>513,102.00</b>
	<b>Development</b>		In Taka		
5	a. Agriculture, Health, Swearage	12,400.00	131,834.86	453,976.80	405,000.00
	b. Road Coinstruction	12,400.00	179,774.81	56,747.10	55,000.00
	c. Others (education)	18,600.00	47,939.95	56,747.10	-
	<b>Sub Total</b>		<b>359,549.63</b>	<b>567,471.00</b>	<b>460,000.00</b>
	<b>Given By Union Parishad</b>		In Taka		
6	a. T,R				
	b. K.B.K				
	c. Mass Education				55,000.00
	d. Others				
	<b>Sub Total</b>	-			<b>55,000.00</b>
	<b>Total Income</b>	<b>389,138.04</b>	<b>532,481.01</b>	<b>1,493,699.44</b>	<b>1,415,602.00</b>
	<b>Primary Balance</b>				
	<b>Gross Income</b>	<b>389,138.04</b>	<b>532,481.01</b>	<b>1,493,699.44</b>	<b>1,415,602.00</b>

No.	Recurrent Expenditures	Year 2001-2	Year 2002-3	Year 2003-2004	Year 2004-2005
	<b>General Admin</b>				
1	Personell a. Chairman	81,964.00	12,464.39	269,662.22	237,600.00
	b. All others	151,505.68	59,517.45	312,678.79	275,502.00
	c. Supplies	33,604.00	21,317.70	64,805.19	62,000.00
	<b>Sub Total</b>	<b>267,073.68</b>	<b>93,299.53</b>	<b>647,146.20</b>	<b>575,102.00</b>
	<b>Public Health</b>				
2	a. Supplies	-			-
		-			-
3	<b>Other Recurrent Expenditures</b>	46,741.80	47,939.95	56,747.10	25,000.00
	<b>Infrastructure Dev Expenditures</b>				
4	a. Road Construction and maintained	-	382,848.44	595,844.55	605,000.00
	b. Grave yard, Edgah, Cemetry,educational ins. & others	-	5,992.49	45,397.68	-
	<b>Sub Total</b>	-	<b>388,840.94</b>	<b>641,242.23</b>	<b>605,000.00</b>
	<b>Project Expenditure</b>				
5	a. UP Development Help with BMDF (Grant/Loan)	-	-	78,991.96	156,000.00
	b. Flood rehabilitation project by MSP	-	-	-	-
	c. Environment Development and Poverty Allevation Project	-	-	-	-
	d. Sub District city infrastructure development project	-	-	-	-
	<b>Sub Total</b>	-	-	<b>78,991.96</b>	<b>156,000.00</b>
	<b>Total Expenditure</b>	<b>313,815.48</b>	<b>530,080.42</b>	<b>1,480,874.59</b>	<b>1,361,102.00</b>
	<b>Closing Balance</b>	75,322.56	2,400.59	12,824.84	54,500.00
	<b>Total Expenditure</b>	<b>389,138.04</b>	<b>532,481.01</b>	<b>1,493,699.44</b>	<b>1,415,602.00</b>

**Union Parishad Shahapara - Annual Variation in Real Terms**

No.	Recurrent Revenue	Year 2001-2	Year 2002-3	Year 2003-4	Year 2004-5
	<b>Taxes / Rates</b>			In Taka	
1	a. House and Land Tax			35.3%	-3.1%
	b. Profession and Business			-100.0%	
	c. Movie, Audio Visual, Theater				
	d. Property Handover Tax		-19.9%	-11.5%	32.2%
	e. Transportation(without motor and boat) Rickshaw/Van				
	f. Police Salary Tax				
	g. Deep Tubewell/Power Trile Tax				
	h. UP Land Tax				
	i. Market Place Tax				
	j. Arear Tax				
	k. Others				
	<b>Sub Total</b>	<b>0.0%</b>	<b>-19.9%</b>	<b>-76.2%</b>	<b>29.1%</b>
	<b>Leasing</b>			In Taka	
2	a. Market Leasing (Hat/exhibition)		-2.0%	72.8%	-11.2%
	b. Ferryghat and Shalloghat Leasing				
	c. Farm House		-20.9%	44.6%	5.7%
	d. Othes				
	<b>Sub Total</b>	<b>0.0%</b>	<b>-22.9%</b>	<b>117.3%</b>	<b>-5.5%</b>
	<b>Fees</b>			In Taka	
3	a. Contractor License Trade Licence				
	b. Licence fee for Cycle/Rikshaw/Van		-98.8%	2267.4%	-100.0%
	c. Hat/Bajar Tender				
	d. Village court		-81.9%	373.5%	2.8%
	e. Others				
	<b>Sub Total</b>	<b>0.0%</b>	<b>-180.7%</b>	<b>2640.9%</b>	<b>-97.2%</b>
4	<b>Government Grant without Development</b>			In Taka	
	a. Chairmans Salary/Arear Salary/Member salary/ Bonus		-70.7%	2150.0%	-11.9%
	b. Seceretary Salary/ Other Stuffs/ Police Guard Salary				-11.9%
	<b>Sub Total</b>	<b>0.0%</b>	<b>-70.7%</b>	<b>2150.0%</b>	<b>-23.8%</b>
5	<b>Development</b>			In Taka	
	a. Agriculture, Health, Swearage		963.2%	244.4%	-10.8%
	b. Road Coinstruction		1349.8%	-68.4%	-3.1%
	c. Others (education)		157.7%	18.4%	-100.0%
	<b>Sub Total</b>		<b>2470.7%</b>	<b>194.3%</b>	<b>-113.9%</b>
6	<b>Given By Union Parishad</b>			In Taka	
	a. T,R				
	b. K.B.K				
	c. Mass Education				
	d. Others				
	<b>Sub Total</b>				<b>0.0%</b>
	<b>Total Income</b>		<b>36.8%</b>	<b>180.5%</b>	<b>-5.2%</b>
	<b>Primary Balance</b>				
	<b>Gross Income</b>		<b>36.8%</b>	<b>180.5%</b>	<b>-5.2%</b>

No.	Recurrent Expenditures	Year 2001-2	Year 2002-3	Year 2003-2004	Year 2004-2005
1	<b>General Admin</b>				
	Personell a. Chairman		-84.3%	2184.6%	0.0%
	b. All others		-59.4%	454.8%	0.0%
	c. Supplies		-34.4%	221.0%	8.6%
	<b>Sub Total</b>		<b>-178.0%</b>	<b>2860.4%</b>	<b>8.6%</b>
2	<b>Health and Sewerages Department</b>				
	a. Supplies				
3	<b>Other Recurrent Expenditure</b>		6.1%	25.0%	-50.0%
4	<b>Infrastructures Dev Expenditure</b>				
	a. Road Construction and maintained			55.6%	1.5%
	b. Grave yard, Edgah, Cemetry,educational ins. & others			657.6%	-100.0%
	<b>Sub Total</b>		<b>0.0%</b>	<b>713.2%</b>	<b>-98.5%</b>
5	<b>Project Expenditure</b>				
	a. UP Development Help with BMDf (Grant/Loan)				97.5%
	b. Flood rehabilitation project by MSP				
	c. Environment Development and Poverty Alleviation Project				
	d. Sub District city infrastructure development project				
	<b>Sub Total</b>		<b>0.0%</b>	<b>0.0%</b>	<b>97.5%</b>
	<b>Total Expenditure</b>		<b>68.9%</b>	<b>179.4%</b>	<b>-8.1%</b>
	<b>Closing Balance</b>		<b>-96.8%</b>	<b>434.2%</b>	<b>325.0%</b>
	<b>Total Expenditure</b>		<b>36.8%</b>	<b>180.5%</b>	<b>-5.2%</b>

**Union Parishad Shahapara - Executed and Proposed Budget In 2005 Takas Per Capita**

No.	Recurrent Revenue	Year 2001-2	Year 2002-3	Year 2003-4	Year 2004-5
	<b>Taxes / Rates</b>			In Taka	
1	a. House and Land Tax	-	1.35	1.80	1.72
	b. Profession and Business		0.14	-	0.66
	c. Movie, Audio Visual, Theater				
	d. Property Handover Tax	5.23	4.13	3.60	4.69
	e. Transportation(without motor and boat) Rickshaw/Van				
	f. Police Salary Tax				
	g. Deep Tubewell/Power Trile Tax				
	h. UP Land Tax				
	i. Market Place Tax				
	j. Arrear Tax				
	k. Others				
	<b>Sub Total</b>	<b>5.23</b>	<b>5.62</b>	<b>5.40</b>	<b>7.06</b>
	<b>Leasing</b>			In Taka	
2	a. Market Leasing (Hat/exhibition)	2.96	2.85	4.86	4.25
	b. Ferryghat and Shalloghat Leasing				
	c. Farm House	0.32	0.25	0.36	0.38
	d. Othes				
	<b>Sub Total</b>	<b>3.28</b>	<b>3.11</b>	<b>5.22</b>	<b>4.63</b>
	<b>Fees</b>			In Taka	
3	a. Contractor License Trade Licence	0.67	-	-	0.31
	b. Licence fee for Cycle/Rikshaw/Van	0.65	0.01	0.18	-
	c. Hat/Bajar Tender				
	d. Village court	0.13	0.02	0.11	0.11
	e. Others		0.56		
	<b>Sub Total</b>	<b>1.45</b>	<b>0.59</b>	<b>0.29</b>	<b>0.42</b>
	<b>Government Grant without Development</b>			In Taka	
4	a. Chairmans Salary/Arrear Salary/Member salary/ Bonus	1.34	0.39	8.55	7.43
	b. Seceretary Salary/ Other Stuffs/ Police Guard Salary			9.92	8.61
	<b>Sub Total</b>	<b>1.34</b>	<b>0.39</b>	<b>18.47</b>	<b>16.03</b>
	<b>Development</b>			In Taka	
5	a. Agriculture, Health, Swearage	0.40	4.24	14.40	12.66
	b. Road Coinstruction	0.40	5.79	1.80	1.72
	c. Others (education)	0.61	1.54	1.80	-
	<b>Sub Total</b>		<b>11.57</b>	<b>18.00</b>	<b>14.38</b>
	<b>Given By Union Parishad</b>			In Taka	
6	a. T,R				
	b. K.B.K				
	c. Mass Education				1.72
	d. Others				
	<b>Sub Total</b>	<b>-</b>			<b>1.72</b>
	<b>Total Income</b>	<b>12.71</b>	<b>17.14</b>	<b>47.37</b>	<b>44.24</b>
	<b>Primary Balance</b>				
	<b>Gross Income</b>	<b>12.71</b>	<b>17.14</b>	<b>47.37</b>	<b>44.24</b>

No.	Recurrent Expenditures	Year 2001-2	Year 2002-3	Year 2003-2004	Year 2004-2005
1	<b>General Admin</b>				
	Personell a. Chairman	2.68	0.40	8.55	7.43
	b. All others	4.95	1.92	9.92	8.61
	c. Supplies	1.10	0.69	2.06	1.94
	<b>Sub Total</b>	<b>8.72</b>	<b>3.00</b>	<b>20.52</b>	<b>17.97</b>
2	<b>Health and Sewerages Department</b>				
	a. Supplies	-	-	-	-
3	<b>Other Recurrent Expenditure</b>	1.53	1.54	1.80	0.78
4	<b>Infrastructures Dev Expenditure</b>				
	a. Road Construction and maintained	-	12.32	18.90	18.91
	b. Grave yard, Edgah, Cemetry,educational ins. & others	-	0.19	1.44	-
	<b>Sub Total</b>	<b>-</b>	<b>12.51</b>	<b>20.34</b>	<b>18.91</b>
5	<b>Project Expenditure</b>				
	a. UP Development Help with BMDF (Grant/Loan)	-	-	2.51	4.88
	b. Flood rehabilitation project by MSP	-	-	-	-
	c. Environment Development and Poverty Alleviation Project	-	-	-	-
	d. Sub District city infrastructure development project	-	-	-	-
	<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>2.51</b>	<b>4.88</b>
	<b>Total Expenditure</b>	<b>10.25</b>	<b>17.06</b>	<b>46.96</b>	<b>42.53</b>
	<b>Closing Balance</b>	<b>2.46</b>	<b>0.08</b>	<b>0.41</b>	<b>1.70</b>
	<b>Total Expenditure</b>	<b>12.71</b>	<b>17.14</b>	<b>47.37</b>	<b>44.24</b>

## **Annex 2. Resource Mobilization Assessment— Shingra Municipality**



## Annex 2. Resource Mobilization Assessment—Shingra Municipality

Shingra Municipality - Executed and Proposed Budget: Nominal Taka					
No.	Recurrent Revenue	2001-2	2003-4	2004-5	2005-6
1	<b>Taxes</b>	In Taka			
	a. House and Land Tax	308,780.00	141,414.54	422,314.64	700,000.00
	b. Property Handover Tax	110,743.00	429,828.16	723,029.47	750,000.00
	c. Building Construction and reconstruction	14,200.00	19,850.00	17,712.00	60,000.00
	d. Profession and Business	159,870.00	128,750.00	128,400.00	400,000.00
	e. Birth, Business and Adoption				20,000.00
	f. Advertisement				5,000.00
	g. Pet Animal				1,000.00
	h. Movie, Audio Visual, Theater				20,000.00
	i. Transportation(without motor and boat) Rickshaw/Van				30,000.00
	<b>Sub Total</b>	<b>593,593.00</b>	<b>719,842.70</b>	<b>1,291,456.11</b>	<b>1986,000.00</b>
2	<b>Rates</b>	In Taka			
	a. Lighting Rates ( Light Tax )				150,000.00
	b. Conservancy ( Waist Cleaning )	136,467.00	58,301.91	327,221.00	350,000.00
	c. Public Service Works				
	<b>Sub Total</b>	<b>136,467.00</b>	<b>58,301.91</b>	<b>327,221.00</b>	<b>500,000.00</b>
3	<b>Fees</b>				
	a. Contractor License	38,500.00	43,745.00	90,666.00	150,000.00
	b. Animal Sacrifice (meat collection)				15,000.00
	c. Municipality Market				50,000.00
	d. Fair Agriculture Exhibitions				2,000.00
	e. Misc. Fees	11,100.00			30,000.00
	<b>Sub Total</b>	<b>49,600.00</b>	<b>43,745.00</b>	<b>90,666.00</b>	<b>247,000.00</b>
4	<b>Other Income</b>	In Taka			
	Market Leasing	1,441,111.00	2,121,561.00	241,333.00	2,500,000.00
	b. exhibition Leasing				20,000.00
	Ferryghat Leasing	226,311.00	426,350.00	17,661.00	500,000.00
	d. Grave yard and cemetery Leasing	6,340.00		600.00	5,000.00
	e. Road Rolling and Mixture Machine rent				150,000.00
	f. Municipality Property Rent (Including Pond) Profit				50,000.00
	g. Pay Damages ( Done by other works for roads )				500,000.00
	h. Various Certificate	3,710.00	8,570.00	6,240.00	20,000.00
	i. Forms	12,030.00	16,600.00	18,000.00	30,000.00
	Tendering	226,500.00	82,700.00	260,333.00	500,000.00
	k. Compensate				5,000.00
	l. Firm Leasing				10,000.00
	m. Self-employments Project				30,000.00
	n. ARV Selling				25,000.00
	Miscellaneous	542,243.00	275,178.00	47,786.00	300,000.00
	<b>Sub Total</b>	<b>2,458,245.00</b>	<b>2,930,959.00</b>	<b>591,953.00</b>	<b>4,645,000.00</b>
5	<b>Recurrent Transfers</b>	3,237,905.00	3,752,848.61	2,301,296.11	7,378,000.00
	a. Compensate Grant without City tax	140,000.00	160,000.00	162,500.00	200,000.00
	b. Increasing of Staffs Salary	20,000.00	20,000.00	40,000.00	50,000.00
	c. Compensate Grant				
	<b>Sub Total</b>	<b>160,000.00</b>	<b>180,000.00</b>	<b>202,500.00</b>	<b>250,000.00</b>
6	<b>Part 2</b>	In Taka			
	a. Special Development By Government	9,900,000.00	3,200,000.00	3,960,000.00	12,000,000.00
	b. Volunteer Grant				
	c. Others				
	<b>Sub Total</b>	<b>9,900,000.00</b>	<b>3,200,000.00</b>	<b>3,960,000.00</b>	<b>12,000,000.00</b>
7	<b>Development Transfers</b>	In Taka			
	a. Municipal Development help and grant			10,138,692.73	60,000,000.00
	b. Flood rehabilitation project by MSP				
	c. Environment Development and Poverty Alleviation Project				
	d. Sub District city infrastructure development project				
	<b>Sub Total</b>		0	<b>10,138,692.73</b>	<b>60,000,000.00</b>
8	<b>Total Income (1+2+3+4+5+6+7)</b>	13,297,905.00	7,132,848.61	16,602,488.84	79,628,000.00
9	<b>Primary Balance</b>	5,655,307.00	7,252,313.46	4,664,765.04	1,208,989.68
10	<b>Gross Income (8+9)</b>	<b>18,953,212.00</b>	<b>14,385,162.07</b>	<b>21,267,253.88</b>	<b>80,836,989.68</b>

**Shingra Municipality - Executed and Proposed Budget**

No	Recurrent Expenditures	Fiscal Year 2003-4	Fiscal Year 2004-5	Year 2005-2006
	<b>General</b>	In Taka		
1	a. Municipal Chairman/Commissioner's allowances	129,600.00	128,700.00	150,000.00
	b. All Officer/staff's allowances	714,140.00	814,455.63	1,500,000.00
	c. Gratuity Fund replacing			50,000.00
	d. Transport Maintained and Fuel.	81,365.00	66,841.00	140,000.00
	e. Telephone	3,700.00		60,000.00
	f. Electricity bill Including house rent	28,881.00	81,581.00	140,000.00
	g. Misc. (Stationery, Furniture, Printing, Photocopier)	986,591.00	326,012.00	600,000.00
	<b>Sub Total</b>	<b>1,944,277.00</b>	<b>1,417,589.63</b>	<b>1,541,254.00</b>
	<b>Health and Sewerages Department</b>	In Taka		
2	a. Medicine and treatment			35,000.00
	b. EPI	9,750.00		20,000.00
	c. Sewerages drain clear	47,290.00	6,840.00	90,000.00
	d. Waist clear	87,088.00	51,770.00	200,000.00
	e. Waist cleaning materials	41,134.00	3,845.00	50,000.00
	f. ARV purchase			20,000.00
	g. Healthy Sanitation	21,046.00	97,680.00	150,000.00
	i. Refrigerator and Ice box purchase			50,000.00
	<b>Sub Total</b>	<b>206,308.00</b>	<b>160,135.00</b>	<b>615,000.00</b>
	<b>Others</b>	In Taka		
3	a. Register book printing for various tax collection purpose	13,330.00	33,875.00	35,000.00
	b. Tree plantation and look after	26,300.00		40,000.00
	c. Social and Cultural Donation			
	I. Donation to Educational and Social institutes	141,740.00	67,000.00	100,000.00
	II. Donation to Religious Institutes	52,240.00	38,400.00	120,000.00
	d. Land Development Tax			20,000.00
	e. Audit Expenditure			10,000.00
	f. Case Expenditure			30,000.00
	g. National Day program	29,248.00	14,370.00	75,000.00
	h. Sports and Cultural Program including materials)		48,800.00	70,000.00
	i. Emergency Aid	10,750.00	4,000.00	50,000.00
	j. Revenue surplus transferred	1,536,987.00	1,237,944.00	1,400,000.00
	k. Construction of Educational and religious institutes		72,842.00	150,000.00
	l. Land accrued			350,000.00
	m. Motor Cycle purchase			100,000.00
	n. Color television purchase			30,000.00
	o. Advertisement		66,886.00	100,000.00
	p. Tube well installations	95,310.00	122,291.00	150,000.00
	q. Unidentified Dead body procurement	1,000.00		7,000.00
	r. Budget Expenditure			20,000.00
	s. Misc. (including paper bill)	20,950.00	156,246.00	300,000.00
	t. Self employment project			50,000.00
	u. Land tax	70,000.00		80,000.00
	v. Drawing Table and Labeling Machine purchase		67,724.00	70,000.00
	w. Photocopier machine, Computer and printer purchase			170,000.00
	<b>Sub Total</b>	<b>1,997,855.00</b>	<b>1,930,378.00</b>	<b>3,527,000.00</b>
	<b>Infrastructures</b>	In Taka		
4	a. Road Construction and maintained	2,597,580.00	1,431,754.00	2,000,000.00
	b. Bridge, Culverts construction and ,maintained			200,000.00
	c. Drain construction	123,537.00	38,082.00	300,000.00
	d. Deep tube well setup and waterline extensions and setup			300,000.00
	e. Hut/Bazaar construction	116,262.00	13,027.00	300,000.00
	f. Bus terminal construction and maintained			400,000.00
	g. Market construction			600,000.00
	h. Park construction			400,000.00
	i. Municipality Building construction			2,175,000.00
	j. Grave yard, Edgah, cemetery, educational ins. Cons.	1,232,174.00	672,616.00	551,880.00
	k. Others. (Electricity Pole)	365,192.00	592,111.00	458,030.00
	l. Municipality school and College build up	88,179.00		200,000.00
	m. Diabetic and Eye hospital Building develop			300,000.00
	n. BMDF development grant			1,000,000.00
	<b>Sub Total</b>	<b>4,522,924.00</b>	<b>2,747,590.00</b>	<b>6,235,926.00</b>
	<b>Project Expenditure</b>	In Taka		
5	a. Municipality Development Help with BMDF (Grant/Loan)			10,138,692.00
	b. Flood rehabilitation project by MSP			60,000,000.00
	c. Environment Development and Poverty Alleviation Project			
	d. Sub District city infrastructure development project			
	<b>Sub Total</b>			<b>10,138,692.00</b>
6	<b>Total Expenditure (1+2+3+4+5)</b>	<b>8,671,364.00</b>	<b>6,255,692.63</b>	<b>20,058,266.73</b>
7	<b>Closing Balance</b>	<b>10,281,758.00</b>	<b>8,129,469.44</b>	<b>1,208,987.15</b>
8	<b>Total Expenditure (6+7)</b>	<b>18,953,122.00</b>	<b>14,385,162.07</b>	<b>21,267,253.88</b>
				<b>80,836,989.68</b>

Shingra Municipality - Executed and Proposed Budget: Nominal Variation				
No.	Recurrent Revenue	Executed Budget Fiscal Year 2003-4	Executed Budget Fiscal Year 2004-5	Proposed Budget Year 2005-2006
1	<b>Taxes</b>	In%		
	a. House and Land Tax	-0.54	198.6%	65.8%
	b. Property Handover Tax	2.88	68.2%	3.7%
	c. Building Construction and reconstruction	0.40	-10.8%	238.8%
	d. Profession and Business	-0.19	-0.3%	211.5%
	e. Birth, Business and Adoption			
	f. Advertisement			
	g. Pet Animal			
	h. Movie, Audio Visual, Theater			
	i. Transportation(without motor and boat) Rickshaw/Van			
	<b>Sub Total</b>	0.21	79.4%	53.8%
2	<b>Rates</b>			
	a. Lighting Rates ( Light Tax )			
	b. Conservancy ( Waste Cleaning )		461.3%	7.0%
	c. Public Service Works			
	<b>Sub Total</b>	-0.57	461.3%	52.8%
3	<b>Fees</b>			
	a. Contractor License	0.14	107.3%	65.4%
	b. Animal Sacrifice (meat collection)			
	c. Municipality Market			
	d. Fair Agriculture Exhibitions			
	e. Misc. Fees	-1.00		
	<b>Sub Total</b>	-0.12	107.3%	172.4%
4	<b>Other Income</b>			
	a. Market Leasing (Hat/exhibition)	0.47	-88.6%	935.9%
	b. exhibition Leasing			
	c. Ferryghat and Shalloghat Leasing	0.88	-95.9%	2731.1%
	d. Grave yard and cemetery Leasing	-1.00		733.3%
	e. Road Rolling and Mixture Machine rent			
	f. Municipality Property Rent (Including Pond) Profit			
	g. Pay Damages ( Done by other works for roads )			
	h. Various Certificate	1.31	-27.2%	220.5%
	i. Forms	0.38	8.4%	66.7%
	j. Tender Schedule	-0.63	214.8%	92.1%
	k. Compensate			
	l. Firm Leasing			
	m. Self-employments Project			
	n. ARV Selling			
	o. Misc. (including bank interest on deposit)	-0.49	-82.6%	527.8%
	<b>Sub Total</b>	0.19	-79.8%	684.7%
5	<b>Government Grant without Development</b>			
	a. Compensate Grant without City tax	0.14	1.6%	23.1%
	b. Increasing of Staffs Salary	0.00	100.0%	25.0%
	c. Compensate Grant			
	<b>Sub Total</b>	0.13	12.5%	23.5%
6	<b>Part 2</b>			
	a. Special Development By Government	-0.68	23.8%	203.0%
	b. Volunteer Grant			
	c. Others			
	<b>Sub Total</b>	-0.68	23.8%	203.0%
7	<b>Government Grant for Project</b>			
	a. Municipal Development help and grant			491.8%
	b. Flood rehabilitation project by MSP			
	c. Environment Development and Poverty Alleviation Project			
	d. Sub District city infrastructure development project			
	<b>Sub Total</b>			491.8%
8	<b>Total Income (1+2+3+4+5+6+7)</b>	-0.46	132.8%	379.6%
9	<b>Primary Balance</b>	0.28	-35.7%	-74.1%
10	<b>Gross Income (8+9)</b>	-0.24	47.8%	280.1%

**Shingra Municipality - Executed and Proposed Budget**

No.	Recurrent Expenditures	Fiscal Year 2003-4	Fiscal Year 2004-5	Year 2005-2006
1	<b>General</b>	In Taka		
	a. Municipal Chairman/Commissioner's allowances	-0.7%	0.0%	16.6%
	b. All Officer/staff's allowances	14.0%	1.4%	81.6%
	c. Gratuity Fund replacing			
	d. Transport Maintained and Fuel.	-17.9%	40.1%	49.5%
	e. Telephone			
	f. Electricity bill Including house rent	182.5%	-84.3%	993.8%
	g. Misc. (Stationery, Furniture,Printing,Photocopier)	-67.0%	47.2%	25.0%
	<b>Sub Total</b>	-27.1%	8.7%	71.3%
2	<b>Health and Sewerages Department</b>			
	a. Medicine and treatment			
	b. EPI			
	c. Sewerages drain clear	-85.5%	14.6%	1048.0%
	d. Waist clear	-40.6%	266.9%	5.3%
	e. Waist cleaning materials	-90.7%	-46.5%	2329.5%
	f. ARV purchase			
	g. Healthy Sanitation	364.1%	-88.5%	1232.6%
	<b>Sub Total</b>	-22.4%	31.8%	191.3%
3	<b>Others</b>	In Taka		
	a. Register book printing for various tax collection purpose	154.1%	-100.0%	
	b. Tree plantation and look after			
	c. Social and Cultural Donation			
	I. Donation to Educational and Social institutes	-52.7%	-8.5%	63.0%
	II. Donation to Religious Institutes	-26.5%	114.3%	45.8%
	d. Land Development Tax			
	e. Audit Expenditure			
	f. Case Expenditure			104.6%
	g. National Day program	-50.9%	131.0%	125.9%
	h. Sports and Cultural Program including materials)		-12.8%	64.6%
	i. Emergency Aid	-62.8%	-100.0%	
	j. Revenue surplus transferred	-19.5%	-6.0%	20.3%
	k. Construction of Educational and religious institutes		-7.6%	122.9%
	l. Land accrued			
	m. Motor Cycle purchase			
	n. Color television purchase			
	o. Advertisement		24.5%	20.1%
	p. Tube well installations	28.3%	-56.1%	179.7%
	q. Unidentified Dead body procurement	-100.0%		
	r. Budget Expenditure			-9.5%
	s. Misc. (including paper bill)	645.8%	45.8%	31.7%
	t. Self employment project			
	u. Land tax	-100.0%		5.6%
	v. Drawing Table and Labeling Machine purchase		-100.0%	
	w. Photocopier machine, Computer and printer purchase			
	<b>Sub Total</b>		0.0%	82.6%
4	<b>Infrastructures</b>			
	a. Road Construction and maintained	-44.9%	10.7%	26.2%
	b. Bridge, Culverts construction and ,maintained			
	c. Drain construction	-69.2%	118.1%	261.1%
	d. Deep tube well setup and waterline extensions and setup			-21.7%
	e. Hut/Bazaar construction	-88.8%	-100.0%	
	f. Bus terminal construction and maintained			
	g. Market construction			
	h. Park construction			
	i. Municipality Building construction			47.1%
	j. Grave yard, Edgah, cemetery, educational ins. Cons.	-45.4%	-18.0%	45.0%
	k. Others. (Electricity Pole)	62.1%	-22.6%	9.2%
	l. Municipality school and College build up	-100.0%		
	m. Diabetic and Eye hospital Building develop			
	n. BMDF development grant			150.0%
	<b>Sub Total</b>		127.0%	92.4%
5	<b>Project Expenditure</b>			
	a. Municipality Development Help with BMDF (Grant/Loan)			491.8%
	b. Flood rehabilitation project by MSP			
	c. Environment Development and Poverty Alleviation Project			
	d. Sub District city infrastructure development project			
	<b>Sub Total</b>			491.8%
6	<b>Total Expenditure (1+2+3+4+5)</b>	-27.9%	220.6%	292.8%
7	<b>Closing Balance</b>	-20.9%	-85.1%	70.0%
8	<b>Total Expenditure (6+7)</b>	-24.1%	47.8%	280.1%

Shingra Municipality - Executed and Proposed Budget: Composition or Distribution					
No.	Recurrent Revenue	Executed Budget 2001-02	Executed Budget 2003-4	Executed Budget 2004-5	Proposed Budget 2005-6
1	<b>Taxes</b>			In %	
	a. House and Land Tax	1.63%	0.98%	1.99%	0.87%
	b. Property Handover Tax	0.58%	2.99%	3.40%	0.93%
	c. Building Construction and reconstruction	0.07%	0.14%	0.08%	0.07%
	d. Profession and Business	0.84%	0.90%	0.60%	0.49%
	e. Birth, Business and Adoption				0.02%
	f. Advertisement				0.01%
	g. Pet Animal				0.00%
	h. Movie, Audio Visual, Theater				0.02%
	i. Transportation(without motor and boat) Rickshaw/Van				0.04%
	<b>Sub Total</b>	3.13%	5.00%	6.07%	2.46%
2	<b>Rates</b>				
	a. Lighting Rates ( Light Tax )	0.00%			0.19%
	b. Conservancy ( Waste Cleaning )	0.72%	0.41%	1.54%	0.43%
	c. Public Service Works	0.00%			#REF!
	<b>Sub Total</b>	0.72%	0.41%	1.54%	0.62%
3	<b>Fees</b>				
	a. Contractor License	0.20%	0.30%	0.43%	0.19%
	b. Animal Sacrifice (meat collection)	0.00%			0.02%
	c. Municipality Market	0.00%			0.06%
	d. Fair Agriculture Exhibitions	0.00%			0.00%
	e. Misc. Fees	0.06%			0.04%
	<b>Sub Total</b>	0.26%	0.30%	0.43%	0.31%
4	<b>Other Income</b>				
	a. Market Leasing (Hat/exhibition)	7.60%	14.75%	1.13%	3.09%
	b. exhibition Leasing	0.00%			0.02%
	c. Ferryghat and Shalloghat Leasing	1.19%	2.96%	0.08%	0.62%
	d. Grave yard and cemetery Leasing	0.03%			0.01%
	e. Road Rolling and Mixture Machine rent	0.00%			0.19%
	f. Municipality Property Rent (Including Pond) Profit	0.00%			0.06%
	g. Pay Damages ( Done by other works for roads )	0.00%			0.62%
	h. Various Certificate	0.02%	0.06%	0.03%	0.02%
	i. Forms	0.06%	0.12%	0.08%	0.04%
	j. Tender Schedule	1.20%	0.57%	1.22%	0.62%
	k. Compensate	0.00%			0.01%
	l. Firm Leasing	0.00%			0.01%
	m. Self-employments Project	0.00%			0.04%
	n. ARV Selling	0.00%			0.03%
	o. Misc. (including bank interest on deposit)	2.86%	1.91%	0.22%	0.37%
	<b>Sub Total</b>	12.97%	20.37%	2.78%	5.75%
5	<b>Recurrent transfers</b>				
	a. Compensate Grant without City tax	0.74%	1.11%	0.76%	0.25%
	b. Increasing of Staffs Salary	0.11%	0.14%	0.19%	0.06%
	c. Compensate Grant	0.00%			
	<b>Sub Total</b>	0.84%	1.25%	0.95%	0.31%
6	<b>Part 2</b>				
	a. Special Development By Government	52.23%	22.25%	18.62%	14.84%
	b. Volunteer Grant	0.00%			
	c. Others	0.00%			
	<b>Sub Total</b>	52.23%	22.25%	18.62%	14.84%
7	<b>Development Grants</b>	52.23%	22.25%	66.29%	89.07%
	a. Municipal Development help and grant	0.00%		47.67%	74.22%
	b. Flood rehabilitation project by MSP	0.00%			
	c. Environment Development and Poverty Alleviation Project	0.00%			
	d. Sub District city infrastructure development project	0.00%			
	<b>Sub Total</b>	0.00%	0.00%	47.67%	74.22%
8	<b>Total Income (1+2+3+4+5+6+7)</b>	70.16%	49.58%	78.07%	98.50%
9	<b>Primary Balance</b>	29.84%	50.42%	21.93%	1.50%
10	<b>Gross Income (8+9)</b>	100.00%	100.00%	100.00%	100.00%

Shingra Municipality - Executed and Proposed Budget					
No.	Recurrent Expenditures		Fiscal Year 2003-4	Fiscal Year 2004-5	Year 2005-2006
	<b>General</b>		In Taka		
1	a. Municipal Chairman/Commissioner's allowances	0.01	0.01	0.01	0.00
	b. All Officer/staff's allowances	3.8%	5.7%	3.9%	1.9%
	c. Gratuity Fund replacing	0.0%	0.0%	0.0%	0.1%
	d. Transport Maintained and Fuel.	0.4%	0.5%	0.4%	0.2%
	e. Telephone	0.0%	0.0%	0.0%	0.1%
	f. Electricity bill Including house rent	0.2%	0.6%	0.1%	0.2%
	g. Misc. (Stationery, Furniture, Printing, Photocopier)	5.2%	2.3%	2.3%	0.7%
	<b>Sub Total</b>	10.3%	9.9%	7.2%	3.3%
2	<b>Health and Sewerages Department</b>				
	a. Medicine and treatment	0.0%	0.0%	0.0%	0.0%
	b. EPI	0.1%	0.0%	0.0%	0.0%
	c. Sewerages drain clear	0.2%	0.0%	0.0%	0.1%
	d. Waist clear	0.5%	0.4%	0.9%	0.2%
	e. Waist cleaning materials	0.2%	0.0%	0.0%	0.1%
	f. ARV purchase	0.0%	0.0%	0.0%	0.0%
	g. Healthy Sanitation	0.1%	0.7%	0.1%	0.2%
	i. Refrigerator and Ice box purchase	0.0%	0.0%	0.0%	0.1%
	<b>Sub Total</b>	1.1%	1.1%	1.0%	0.8%
3	<b>Others</b>				
	a. Register book printing for various tax collection purpose	0.1%	0.2%	0.0%	0.0%
	b. Tree plantation and look after	0.1%	0.0%	0.0%	0.0%
	c. Social and Cultural Donation	0.0%	0.0%	0.0%	0.0%
	I. Donation to Educational and Social institutes	0.7%	0.5%	0.3%	0.1%
	II. Donation to Religious Institutes	0.3%	0.3%	0.4%	0.1%
	d. Land Development Tax	0.0%	0.0%	0.0%	0.0%
	e. Audit Expenditure	0.0%	0.0%	0.0%	0.0%
	f. Case Expenditure	0.0%	0.0%	0.1%	0.0%
	g. National Day program	0.2%	0.1%	0.2%	0.1%
	h. Sports and Cultural Program including materials)	0.0%	0.3%	0.2%	0.1%
	i. Emergency Aid	0.1%	0.0%	0.0%	0.1%
	j. Revenue surplus transferred	8.1%	8.6%	5.5%	1.7%
	k. Construction of Educational and religious institutes	0.0%	0.5%	0.3%	0.2%
	l. Land accrued	0.0%	0.0%	0.0%	0.4%
	m. Motor Cycle purchase	0.0%	0.0%	0.0%	0.1%
	n. Color television purchase	0.0%	0.0%	0.0%	0.0%
	o. Advertisement	0.0%	0.5%	0.4%	0.1%
	p. Tube well installations	0.5%	0.9%	0.3%	0.2%
	q. Unidentified Dead body procurement	0.0%	0.0%	0.0%	0.0%
	r. Budget Expenditure	0.0%	0.0%	0.1%	0.0%
	s. Misc. (including paper bill)	0.1%	1.1%	1.1%	0.4%
	t. Self employment project	0.0%	0.0%	0.0%	0.1%
	u. Land tax	0.4%	0.0%	0.4%	0.1%
	v. Drawing Table and Labeling Machine purchase	0.0%	0.5%	0.0%	0.1%
	w. Photocopier machine, Computer and printer purchase	0.0%	0.0%	0.0%	0.2%
	<b>Sub Total</b>	10.5%	13.4%	9.1%	4.4%
4	<b>Infrastructures</b>				
	a. Road Construction and maintained	13.7%	10.0%	7.5%	2.5%
	b. Bridge, Culverts construction and ,maintained	0.0%	0.0%	0.0%	0.2%
	c. Drain construction	0.7%	0.3%	0.4%	0.4%
	d. Deep tube well setup and waterline extensions and setup	0.0%	0.0%	1.8%	0.4%
	e. Hut/Bazaar construction	0.6%	0.1%	0.0%	0.4%
	f. Bus terminal construction and maintained	0.0%	0.0%	0.0%	0.5%
	g. Market construction	0.0%	0.0%	0.0%	0.7%
	h. Park construction	0.0%	0.0%	0.0%	0.5%
	i. Municipality Building construction	0.0%	0.0%	10.2%	4.0%
	j. Grave yard, Edgah, cemetery, educational ins. Cons.	6.5%	4.7%	2.6%	1.0%
	k. Others. (Electricity Pole)	1.9%	4.1%	2.2%	0.6%
	l. Municipality school and College build up	0.5%	0.0%	0.0%	0.2%
	m. Diabetic and Eye hospital Building develop	0.0%	0.0%	0.0%	0.4%
	n. BMDF development grant	0.0%	0.0%	4.7%	3.1%
	<b>Sub Total</b>	23.9%	19.1%	29.3%	14.8%
5	<b>Project Expenditure</b>	0.0%	0.0%	0.0%	0.0%
	a. Municipality Development Help with BMDF (Grant/Loan)	0.0%	0.0%	47.7%	74.2%
	b. Flood rehabilitation project by MSP	0.0%	0.0%	0.0%	0.0%
	c. Environment Development and Poverty Alleviation Project	0.0%	0.0%	0.0%	0.0%
	d. Sub District city infrastructure development project	0.0%	0.0%	0.0%	0.0%
	<b>Sub Total</b>	0.0%	0.0%	47.7%	74.2%
6	<b>Total Expenditure (1+2+3+4+5)</b>	45.8%	43.5%	94.3%	97.5%
7	<b>Closing Balance</b>	54.2%	56.5%	5.7%	2.5%
8	<b>Total Expenditure (6+7)</b>	100.0%	100.0%	100.0%	100.0%

Shingra Municipality - Executed and Proposed Budget: Real 2005 Taka				
Recurrent Revenue	Executed Budget 2001-2	Executed Budget 2003-4	Executed Budget 2004-5	Proposed Budget 2005-2006
<b>Taxes</b>			In Taka	
a. House and Land Tax	382,887.20	169,485.15	479,302.62	700,000.00
b. Property Handover Tax	137,321.32	515,148.51	820,596.51	750,000.00
c. Building Construction and reconstruction	17,608.00	23,790.20	20,102.09	60,000.00
d. Profession and Business	198,238.80	154,306.71	145,726.55	400,000.00
e. Birth, Business and Adoption	-	-	-	20,000.00
f. Advertisement	-	-	-	5,000.00
g. Pet Animal	-	-	-	1,000.00
h. Movie, Audio Visual, Theater	-	-	-	20,000.00
i. Transportation(without motor and boat) Rickshaw/Van	-	-	-	30,000.00
<b>Sub Total</b>	<b>736,055.32</b>	<b>862,730.58</b>	<b>1,465,727.78</b>	<b>1,986,000.00</b>
<b>Rates</b>				
a. Lighting Rates ( Light Tax )	-			150,000.00
b. Conservancy ( Waste Cleaning )	169,219.08	69,874.77	371,376.86	350,000.00
c. Public Service Works	-			
<b>Sub Total</b>	<b>169,219.08</b>	<b>69,874.77</b>	<b>371,376.86</b>	<b>500,000.00</b>
<b>Fees</b>				
a. Contractor License	47,740.00	52,428.33	102,900.65	150,000.00
b. Animal Sacrifice (meat collection)	-			15,000.00
c. Municipality Market	-			50,000.00
d. Fair Agriculture Exhibitions	-			2,000.00
e. Misc. Fees	13,764.00			30,000.00
<b>Sub Total</b>	<b>61,504.00</b>	<b>52,428.33</b>	<b>102,900.65</b>	<b>247,000.00</b>
<b>Other Income</b>				
Market Leasing	1,786,977.64	2,542,688.21	273,898.96	2,500,000.00
b. exhibition Leasing	-			20,000.00
Ferryghat Lease	280,625.64	510,979.94	20,044.21	500,000.00
d. Grave yard and cemetery Leasing	7,861.60		680.97	5,000.00
e. Road Rolling and Mixture Machine rent	-			150,000.00
f. Municipality Property Rent (Including Pond) Profit	-			50,000.00
g. Pay Damages ( Done by other works for roads )	-			500,000.00
h. Various Certificate	4,600.40	10,271.13	7,082.04	20,000.00
i. Forms	14,917.20	19,895.08	20,428.96	30,000.00
Tender Schedule	280,860.00	99,115.85	295,462.86	500,000.00
k. Compensate	-			5,000.00
l. Firm Leasing	-			10,000.00
m. Self-employments Project	-			30,000.00
n. ARV Selling	-			25,000.00
Miscellaneous	672,381.32	329,800.49	54,234.34	300,000.00
<b>Sub Total</b>	<b>3048223.8</b>	<b>3,512,750.70</b>	<b>671,832.32</b>	<b>4,645,000.00</b>
<b>Government Grant without Development</b>				
a. Compensate Grant without City tax	173,600.00	191,759.80	184,428.08	200,000.00
b. Increasing of Staffs Salary	24,800.00	23,969.98	45,397.68	50,000.00
c. Compensate Grant	-			
<b>Sub Total</b>	<b>198400</b>	<b>215,729.78</b>	<b>229,825.76</b>	<b>250,000.00</b>
<b>Part 2</b>				
a. Special Development By Government	12,276,000.00	3,835,196.01	4,494,370.32	12,000,000.00
b. Volunteer Grant	-			
c. Others	-			
<b>Sub Total</b>	<b>12276000</b>	<b>3,835,196.01</b>	<b>4,494,370.32</b>	<b>12,000,000.00</b>
<b>Government Grant for Project</b>				
a. Municipal Development help and grant	-		11,506,828.20	60,000,000.00
b. Flood rehabilitation project by MSP	-			
c. Environment Development and Poverty Alleviation Project	-			
d. Sub District city infrastructure development project	-			
<b>Sub Total</b>	<b>0</b>	<b>0.00</b>	<b>11,506,828.20</b>	<b>60,000,000.00</b>
<b>Total Income (1+2+3+4+5+6+7)</b>	<b>16,489,402.20</b>	<b>8,548,710.16</b>	<b>18,842,861.89</b>	<b>79,628,000.00</b>
<b>Primary Balance</b>	<b>7,012,580.68</b>	<b>8,691,888.63</b>	<b>5,294,237.76</b>	<b>1,208,989.68</b>
<b>Gross Income (8+9)</b>	<b>23,501,982.88</b>	<b>17,240,598.79</b>	<b>24,137,099.65</b>	<b>80,836,989.68</b>

Shingra Municipality - Executed and Proposed Budget				
Recurrent Expenditures		Fiscal Year 2003-4	Fiscal Year 2004-5	Year 2005-2006
<b>General &amp; Admin.</b>			In Taka	
a. Municipal Chairman/Commissioner's allowances	160,704.00	154,246.79	146,067.04	150,000.00
b. All Officer/staff's allowances	885,533.60	976,124.06	937,580.13	1,500,000.00
c. Gratuity Fund replacing	-	0.00	0.00	50,000.00
d. Transport Maintained and Fuel.	100,892.60	80,108.86	106,287.32	140,000.00
e. Telephone	4,588.00	0.00	0.00	60,000.00
f. Electricity bill Including house rent	35,812.44	97,774.73	14,527.26	140,000.00
g. Misc. (Stationery, Furniture,Printing,Photocopier)	1,223,372.84	390,724.98	544,772.16	600,000.00
<b>Sub Total</b>	<b>1,187,530.64</b>	<b>1,698,979.40</b>	<b>1,749,233.90</b>	<b>2,640,000.00</b>
<b>Public Health</b>				
a. Medicine and treatment	-	0.00	0.00	35,000.00
b. EPI	12,090.00	0.00	0.00	20,000.00
c. Sewerages drain clear	58,639.60	8,197.73	8,897.95	90,000.00
d. Waist clear	107,989.12	62,046.28	215,593.58	200,000.00
e. Waist cleaning materials	51,006.16	4,608.23	2,335.71	50,000.00
f. ARV purchase	-	0.00	0.00	20,000.00
g. Healthy Sanitation	26,097.04	117,069.36	12,774.91	150,000.00
i. Refrigerator and Ice box purchase	-	0.00	0.00	50,000.00
<b>Sub Total</b>	<b>255,821.92</b>	<b>191,921.60</b>	<b>239,602.15</b>	<b>615,000.00</b>
<b>Others Recurrent costs</b>				
a. Register book printing for various tax collection purpose	16,529.20	40,599.15	0.00	35,000.00
b. Tree plantation and look after	32,612.00	0.00	0.00	40,000.00
c. Social and Cultural Donation	-	0.00	0.00	0.00
I. Donation to Educational and Social institutes	175,757.60	80,299.42	69,610.53	100,000.00
II. Donation to Religious Institutes	64,777.60	46,022.35	93,383.03	120,000.00
d. Land Development Tax	-	0.00	0.00	20,000.00
e. Audit Expenditure	-	0.00	0.00	10,000.00
f. Case Expenditure	-	0.00	16,645.06	30,000.00
g. National Day program	36,267.52	17,222.43	37,680.07	75,000.00
h. Sports and Cultural Program including materials)	-	58,486.74	48,272.49	70,000.00
i. Emergency Aid	13,330.00	4,794.00	0.00	50,000.00
j. Revenue surplus transferred	1,905,863.88	1,483,674.34	1,321,097.46	1,400,000.00
k. Construction of Educational and religious institutes	-	87,301.05	76,373.65	150,000.00
l. Land accrued	-	0.00	0.00	350,000.00
m. Motor Cycle purchase	-	0.00	0.00	100,000.00
n. Color television purchase	-	0.00	0.00	30,000.00
o. Advertisement	-	80,162.79	94,522.51	100,000.00
p. Tube well installations	118,184.40	146,565.61	60,864.67	150,000.00
q. Unidentified Dead body procurement	1,240.00	0.00	3,802.06	7,000.00
r. Budget Expenditure	-	0.00	25,084.49	20,000.00
s. Misc. (including paper bill)	25,978.00	187,260.64	258,614.69	300,000.00
t. Self employment project	-	0.00	0.00	50,000.00
u. Land tax	86,800.00	0.00	85,940.08	80,000.00
v. Drawing Table and Labeling Machine purchase	-	81,167.13	0.00	70,000.00
w. Photocopier machine, Computer and printer purchase	-	0.00	0.00	170,000.00
<b>Sub Total</b>	<b>2,477,340.20</b>	<b>2,313,555.62</b>	<b>2,191,890.79</b>	<b>3,527,000.00</b>
<b>Infrastructure Development</b>				
a. Road Construction and maintained	3,220,999.20	1,715,955.38	1,798,844.48	2,000,000.00
b. Bridge, Culverts construction and ,maintained	-	0.00	0.00	200,000.00
c. Drain construction	153,185.88	45,641.23	94,285.31	300,000.00
d. Deep tube well setup and waterline extensions and setup	-	0.00	434,654.41	300,000.00
e. Hut/Bazaar construction	144,164.88	15,612.84	0.00	300,000.00
f. Bus terminal construction and maintained	-	0.00	0.00	400,000.00
g. Market construction	-	0.00	0.00	600,000.00
h. Park construction	-	0.00	0.00	400,000.00
i. Municipality Building construction	-	0.00	2,468,498.85	3,200,000.00
j. Grave yard, Edgah, cemetery, educational ins. Cons.	1,527,895.76	806,129.44	626,351.79	800,000.00
k. Others. (Electricity Pole)	452,838.08	709,644.29	519,837.48	500,000.00
l. Municipality school and College build up	109,341.96	0.00	0.00	200,000.00
m. Diabetic and Eye hospital Building develop	-	0.00	0.00	300,000.00
n. BMDF development grant	-	0.00	1,134,942.00	2,500,000.00
<b>Sub Total</b>	<b>5,608,425.76</b>	<b>3,292,983.19</b>	<b>7,077,414.33</b>	<b>12,000,000.00</b>
<b>Project Expenditure</b>				
a. Municipality Development Help with BMDF (Grant/Loan)	-	0.00	11,506,827.38	60,000,000.00
b. Flood rehabilitation project by MSP	-	0.00	0.00	0.00
c. Environment Development and Poverty Alleviation Project	-	0.00	0.00	0.00
d. Sub District city infrastructure development project	-	0.00	0.00	0.00
<b>Sub Total</b>	<b>-</b>	<b>0.00</b>	<b>11,506,827.38</b>	<b>60,000,000.00</b>
<b>Total Expenditure (1+2+3+4+5)</b>	<b>10,752,491.36</b>	<b>7,497,439.81</b>	<b>22,764,969.36</b>	<b>78,782,000.00</b>
<b>Closing Balance</b>	<b>12,749,379.92</b>	<b>9,743,158.98</b>	<b>1,372,130.29</b>	<b>2,054,989.68</b>
<b>Total Expenditure (6+7)</b>	<b>23,501,871.28</b>	<b>17,240,598.79</b>	<b>24,137,099.65</b>	<b>80,836,989.68</b>



Shingra Municipality - Executed and Proposed Budget: Real Variation				
No.	Recurrent Revenue	Executed Budget Fiscal Year 2003-4	Executed Budget Fiscal Year 2004-5	Proposed Budget Year 2005-2006
1	<b>Taxes</b>	In %		
	a. House and Land Tax	-55.7%	182.8%	46.0%
	b. Property Handover Tax	275.1%	59.3%	-8.6%
	c. Building Construction and reconstruction	35.1%	-15.5%	198.5%
	d. Profession and Business	-22.2%	-5.6%	174.5%
	e. Birth, Business and Adoption			
	f. Advertisement			
	g. Pet Animal			
	h. Movie, Audio Visual, Theater			
	i. Transportation(without motor and boat) Rickshaw/Van			
	<b>Sub Total</b>	17.2%	69.9%	35.5%
2	<b>Rates</b>			
	a. Lighting Rates ( Light Tax )			
	b. Conservancy ( Waste Cleaning )	-58.7%	431.5%	-5.8%
	c. Public Service Works			
	<b>Sub Total</b>	-58.7%	431.5%	34.6%
3	<b>Fees</b>			
	a. Contractor License	9.8%	96.3%	45.8%
	b. Animal Sacrifice (meat collection)			
	c. Municipality Market			
	d. Fair Agriculture Exhibitions			
	e. Misc. Fees	-100.0%		
	<b>Sub Total</b>	-14.8%	96.3%	140.0%
4	<b>Other Income</b>			
	a. Market Leasing (Hat/exhibition)	42.3%	-89.2%	812.7%
	b. exhibition Leasing			
	c. Ferryghat and Shalloghat Leasing	82.1%	-96.1%	2394.5%
	d. Grave yard and cemetery Leasing	-100.0%		634.3%
	e. Road Rolling and Mixture Machine rent			
	f. Municipality Property Rent (Including Pond) Profit			
	g. Pay Damages ( Done by other works for roads )			
	h. Various Certificate	123.3%	-31.0%	182.4%
	i. Forms	33.4%	2.7%	46.9%
	j. Tender Schedule	-64.7%	198.1%	69.2%
	k. Compensate			
	l. Firm Leasing			
	m. Self-employments Project			
	n. ARV Selling			
	o. Misc. (including bank interest on deposit)	-51.0%	-83.6%	453.2%
	<b>Sub Total</b>	15.2%	-80.9%	591.4%
5	<b>Government Grant without Development</b>			
	a. Compensate Grant without City tax	10.5%	-3.8%	8.4%
	b. Increasing of Staffs Salary	-3.3%	89.4%	10.1%
	c. Compensate Grant			
	<b>Sub Total</b>	8.7%	6.5%	8.8%
6	<b>Part 2</b>			
	a. Special Development By Government	-68.8%	17.2%	167.0%
	b. Volunteer Grant			
	c. Others			
	<b>Sub Total</b>	-68.8%	17.2%	167.0%
7	<b>Government Grant for Project</b>			
	a. Municipal Development help and grant			421.4%
	b. Flood rehabilitation project by MSP			
	c. Environment Development and Poverty Alleviation Project			
	d. Sub District city infrastructure development project			
	<b>Sub Total</b>			421.4%
8	<b>Total Income (1+2+3+4+5+6+7)</b>	-48.2%	1.20	3.23
9	<b>Primary Balance</b>	23.9%	-0.39	-0.77
10	<b>Gross Income (8+9)</b>	-26.6%	0.40	2.35

**Shingra Municipality - Executed and Proposed Budget**

No.	Recurrent Expenditures	Fiscal Year 2003-4	Fiscal Year 2004-5	Year 2005-2006
1	<b>General</b>	In Taka		
	a. Municipal Chairman/Commissioner's allowances	-4.0%	-5.3%	2.7%
	b. All Officer/staff's allowances	10.2%	-3.9%	60.0%
	c. Gratuity Fund replacing			
	d. Transport Maintained and Fuel.	-20.6%	32.7%	31.7%
	e. Telephone	-100.0%		
	f. Electricity bill Including house rent	173.0%	-85.1%	863.7%
	g. Misc. (Stationery, Furniture,Printing,Photocopier)	-68.1%	39.4%	10.1%
	<b>Sub Total</b>	43.1%	3.0%	50.9%
2	<b>Health and Sewerages Department</b>			
	a. Medicine and treatment			
	b. EPI	-100.0%		
	c. Sewerages drain clear	-86.0%	8.5%	911.5%
	d. Waist clear	-42.5%	247.5%	-7.2%
	e. Waist cleaning materials	-91.0%	-49.3%	2040.7%
	f. ARV purchase			
	g. Healthy Sanitation	348.6%	-89.1%	1074.2%
	<b>Sub Total</b>	-25.0%	24.8%	156.7%
3	<b>Others</b>			
	a. Register book printing for various tax collection purpose	145.6%	-100.0%	
	b. Tree plantation and look after	-100.0%		
	c. Social and Cultural Donation			
	I. Donation to Educational and Social institutes	-54.3%	-13.3%	43.7%
	II. Donation to Religious Institutes	-29.0%	102.9%	28.5%
	d. Land Development Tax			
	e. Audit Expenditure			
	f. Case Expenditure			80.2%
	g. National Day program	-52.5%	118.8%	99.0%
	h. Sports and Cultural Program including materials)		-17.5%	45.0%
	i. Emergency Aid	-64.0%	-100.0%	
	j. Revenue surplus transferred	-22.2%	-11.0%	6.0%
	k. Construction of Educational and religious institutes		-12.5%	96.4%
	l. Land accrued			
	m. Motor Cycle purchase			
	n. Color television purchase			
	o. Advertisement		17.9%	5.8%
	p. Tube well installations	24.0%	-58.5%	146.4%
	q. Unidentified Dead body procurement	-100.0%		84.1%
	r. Budget Expenditure			-20.3%
	s. Misc. (including paper bill)	620.8%	38.1%	16.0%
	t. Self employment project			
	u. Land tax	-100.0%		-6.9%
	v. Drawing Table and Labeling Machine purchase		-100.0%	
	w. Photocopier machine, Computer and printer purchase			
	<b>Sub Total</b>	-6.6%	-5.3%	60.9%
4	<b>Infrastructures</b>			
	a. Road Construction and maintained	-46.7%	4.8%	11.2%
	b. Bridge, Culverts construction and ,maintained			
	c. Drain construction	-70.2%	106.6%	218.2%
	d. Deep tube well setup and waterline extensions and setup			-31.0%
	e. Hut/Bazaar construction	-89.2%	-100.0%	
	f. Bus terminal construction and maintained			
	g. Market construction			
	h. Park construction			
	i. Municipality Building construction			29.6%
	j. Grave yard, Edgah, cemetery, educational ins. Cons.	-47.2%	-22.3%	27.7%
	k. Others. (Electricity Pole)	56.7%	-26.7%	-3.8%
	l. Municipality school and College build up	-100.0%		
	m. Diabetic and Eye hospital Building develop			
	n. BMDF development grant			120.3%
	<b>Sub Total</b>	-41.3%	114.9%	69.6%
5	<b>Project Expenditure</b>			
	a. Municipality Development Help with BMDF (Grant/Loan)			421.4%
	b. Flood rehabilitation project by MSP			
	c. Environment Development and Poverty Alleviation Project			
	d. Sub District city infrastructure development project			
	<b>Sub Total</b>			421.4%
6	<b>Total Expenditure (1+2+3+4+5)</b>	-41.3%	203.6%	246.1%
7	<b>Closing Balance</b>	-30.3%	-85.9%	49.8%
8	<b>Total Expenditure (6+7)</b>		40.0%	234.9%

Shingra Municipality - Executed and Proposed Budget: Real per Capita					
No.	Recurrent Revenue	2001-02	Executed Budget 2003-4	Executed Budget 2004-5	Proposed Budget 2005-2006
1	<b>Taxes</b>		In Taka		
	Holding Tax	17.55	7.66	14.63	18.40
	Property Handover Tax	6.29	23.27	25.04	19.71
	c. Building Construction and reconstruction	0.81	1.07	0.61	1.58
	Business Tax	9.09	6.97	4.45	10.51
	e. Birth, Business and Adoption				0.53
	f. Advertisement				0.13
	g. Pet Animal				0.03
	h. Movie, Audio Visual, Theater				0.53
	i. Transportation(without motor and boat) Rickshaw/Van				0.79
	<b>Sub Total</b>		38.97	44.73	52.20
2	<b>Rates</b>				
	a. Lighting Rates ( Light Tax )				3.94
	Waste Collection	7.76	3.16	11.33	9.20
	c. Public Service Works	0.00	0.00	0.00	0.00
	<b>Sub Total</b>		3.16	11.33	13.14
3	<b>Fees</b>				
	a. Contractor License	2.19	2.37	3.14	3.94
	b. Animal Sacrifice (meat collection)		0.00	0.00	0.39
	c. Municipality Market				1.31
	d. Fair Agriculture Exhibitions				0.05
	e. Misc. Fees				0.79
	<b>Sub Total</b>		2.37	3.14	6.49
4	<b>Other Income</b>	0.00	0.00	0.00	0.00
	Market Leasing	81.91	114.85	8.36	65.71
	b. exhibition Leasing	0.00	0.00	0.00	0.53
	Ferryghat Leasing	12.86	23.08	0.61	13.14
	d. Grave yard and cemetery Leasing			0.02	0.13
	e. Road Rolling and Mixture Machine rent				3.94
	f. Municipality Property Rent (Including Pond) Profit				1.31
	g. Pay Damages ( Done by other works for roads )				13.14
	h. Various Certificate	0.21	0.46	0.22	0.53
	i. Forms	0.68	0.90	0.62	0.79
	Tendering	12.87	4.48	9.02	13.14
	k. Compensate				0.13
	l. Firm Leasing				0.26
	m. Self-employments Project				0.79
	n. ARV Selling				0.66
	Misc Income	30.82	14.90	1.66	7.89
	<b>Sub Total</b>		158.66	20.50	122.09
5	<b>Government Grant Recurrent transfers</b>				
	a. Compensate Grant without City tax	7.96	8.66	5.63	5.26
	b. Increasing of Staffs Salary	1.14	1.08	1.39	1.31
	c. Compensate Grant				
	<b>Sub Total</b>		9.74	7.01	6.57
6	<b>Part 2</b>	0.00	0.00	0.00	0.00
	a. Special Development By Government	562.68	173.22	137.16	315.42
	b. Volunteer Grant				
	c. Others				
	<b>Sub Total</b>		173.22	137.16	315.42
7	<b>Government Grant for Project</b>	0.00		0.00	0.00
	a. Municipal Development help and grant	0.00		351.17	1,577.08
	b. Flood rehabilitation project by MSP				
	c. Environment Development and Poverty Alleviation Project				
	d. Sub District city infrastructure development project				
	<b>Sub Total</b>		0.00	351.17	1,577.08
8	<b>Total Income (1+2+3+4+5+6+7)</b>	755.80	386.12	575.05	2,093.00
9	<b>Primary Balance</b>	321.43	392.59	161.57	31.78
10	<b>Gross Income (8+9)</b>	1,077.23	778.71	736.62	2,124.77

Shingra Municipality - Executed and Proposed Budget					
No.	Recurrent Expenditures		Fiscal Year 2003-4	Fiscal Year 2004-5	Year 2005-2006
1	<b>General</b>			In Taka	
	a. Municipal Chairman/Commissioner's allowances		6.97	4.46	3.94
	b. All Officer/staff's allowances		44.09	28.61	39.43
	c. Gratuity Fund replacing		0.00	0.00	1.31
	d. Transport Maintained and Fuel.		3.62	3.24	3.68
	e. Telephone		0.00	0.00	1.58
	f. Electricity bill Including house rent		4.42	0.44	3.68
	g. Misc. (Stationery, Furniture,Printing,Photocopier)		17.65	16.63	15.77
	<b>Sub Total</b>		76.74	53.38	69.39
	<b>Health and Sewerages Department</b>		0.00	0.00	0.00
2	a. Medicine and treatment		0.00	0.00	0.92
	b. EPI		0.00	0.00	0.53
	c. Sewerages drain clear		0.37	0.27	2.37
	d. Waist clear		2.80	6.58	5.26
	e. Waist cleaning materials		0.21	0.07	1.31
	f. ARV purchase		0.00	0.00	0.53
	g. Healthy Sanitation		5.29	0.39	3.94
	i. Refrigerator and Ice box purchase		0.00	0.00	1.31
	<b>Sub Total</b>		8.67	7.31	16.17
	<b>Others</b>		0.00	0.00	0.00
3	a. Register book printing for various tax collection purpose		1.83	0.00	0.92
	b. Tree plantation and look after		0.00	0.00	1.05
	c. Social and Cultural Donation		0.00	0.00	0.00
	I. Donation to Educational and Social institutes		3.63	2.12	2.63
	II. Donation to Religious Institutes		2.08	2.85	3.15
	d. Land Development Tax		0.00	0.00	0.53
	e. Audit Expenditure		0.00	0.00	0.26
	f. Case Expenditure		0.00	0.51	0.79
	g. National Day program		0.78	1.15	1.97
	h. Sports and Cultural Program including materials)		2.64	1.47	1.84
	i. Emergency Aid		0.22	0.00	1.31
	j. Revenue surplus transferred		67.01	40.32	36.80
	k. Construction of Educational and religious institutes		3.94	2.33	3.94
	l. Land accrued		0.00	0.00	9.20
	m. Motor Cycle purchase		0.00	0.00	2.63
	n. Color television purchase		0.00	0.00	0.79
	o. Advertisement		3.62	2.88	2.63
	p. Tube well installations		6.62	1.86	3.94
	q. Unidentified Dead body procurement		0.00	0.12	0.18
	r. Budget Expenditure		0.00	0.77	0.53
4	s. Misc. (including paper bill)		8.46	7.89	7.89
	t. Self employment project		0.00	0.00	1.31
	u. Land tax		0.00	2.62	2.10
	v. Drawing Table and Labeling Machine purchase		3.67	0.00	1.84
	w. Photocopier machine, Computer and printer purchase		0.00	0.00	4.47
	<b>Sub Total</b>		104.50	66.89	92.71
	<b>Infrastructures</b>		0.00	0.00	0.00
	a. Road Construction and maintained		77.50	54.90	52.57
	b. Bridge, Culverts construction and ,maintained		0.00	0.00	5.26
	c. Drain construction		2.06	2.88	7.89
	d. Deep tube well setup and waterline extensions and setup		0.00	13.26	7.89
	e. Hut/Bazaar construction		0.71	0.00	7.89
	f. Bus terminal construction and maintained		0.00	0.00	10.51
	g. Market construction		0.00	0.00	15.77
	h. Park construction		0.00	0.00	10.51
	i. Municipality Building construction		0.00	75.33	84.11
	j. Grave yard, Edgah, cemetery, educational ins. Cons.		36.41	19.12	21.03
	k. Others. (Electricity Pole)		32.05	15.86	13.14
	l. Municipality school and College build up		0.00	0.00	5.26
	m. Diabetic and Eye hospital Building develop		0.00	0.00	7.89
	n. BMDf development grant		0.00	34.64	65.71
	<b>Sub Total</b>		148.73	215.99	315.42
5	<b>Project Expenditure</b>		0.00	0.00	0.00
	a. Municipality Development Help with BMDf (Grant/Loan)		0.00	351.17	1,577.08
	b. Flood rehabilitation project by MSP		0.00	0.00	0.00
	c. Environment Development and Poverty Alleviation Project		0.00	0.00	0.00
	d. Sub District city infrastructure development project		0.00	0.00	0.00
	<b>Sub Total</b>		0.00	351.17	1,577.08
6	<b>Total Expenditure (1+2+3+4+5)</b>		338.64	694.75	2,070.76
7	<b>Closing Balance</b>		440.07	41.88	54.01
8	<b>Total Expenditure (6+7)</b>		778.71	736.62	2,124.77

### Financial Performance Indicators: Actual Situation

REAL VALUES IN TAKA

PAURASHAVA SHINGRA

INDICATOR	FORMULA	OBSERVATION	ANNUAL PERFORMANCE INDICATORS		
<b>1. Strengthen Local resource Mobilization</b>			<b>2003</b>	<b>2004</b>	<b>2005</b>
1.1 Real Per Capita Own Source Revenue	$\frac{\text{Own Source Revenues(OSR)}}{\text{Total Population}}$	Fiscal Capacity per Percapita	4,497,784 17369 258.95	2,611,838 25706 101.60	7,378,000 38045 193.93
1.2 Taxes and Fees Contribution to Current Revenues	$\frac{\text{Taxes \& Fees}}{\text{Current revenues}}$	Trend and Contribution to Current Revenues	985,034 4,497,784.38 22%	1,940,005 2,611,837.61 74%	2,733,000 7,378,000.00 37%
1.3 OSR Contribution to Total revenues	$\frac{\text{Own Source Revenues(OSR)}}{\text{Total revenues}}$	Trend and Contribution to Total Revenues	4,497,784 8,548,710 53%	2,611,838 18,842,862 14%	7,378,000 79,628,000 9%
<b>2. Improve Service Delivery and Investment Programming</b>			<b>1998</b>	<b>1999</b>	<b>2000</b>
2.1 Real Per Capita Investment in Services	$\frac{\text{Real Investment in Services}}{\text{Total Population}}$	Increase of real investment per capita in services	3,292,983.2 17369 189.59	18,584,241.7 25706 722.95	72,000,000.0 38045 1,892.50
2.2 Investment in Local development	$\frac{\text{Current Account Per Capita}}{\text{Total investment Per Capita}}$	Leveraging of local resources for development	29.31 189.59 15.5%	-52.09 722.95 -7.2%	22.24 1,892.50 1.2%

**Financial Performance Indicators: Actual Situation**

REAL VALUES IN TAKA

PAURASHAVA SHINGRA

INDICATOR	FORMULA	OBSERVATION	ANNUAL PERFORMANCE INDICATORS		
3. Improve the Financing System and Subsidy/Transfers mechanisms			2003	2004	2005
3.1 Fiscal Dependency	$\frac{\text{Transfers /Per Capita}}{\text{OSR Per Capita}}$	Transfers versus Fiscal Capacity	233.23	151.68	133.90
			258.95	58.03	75.49
			0.90	2.61	1.77
4. Operating Efficiency			2003	2004	2005
4.1 Productivity	$\frac{\text{Current Salary Per Capita}}{\text{Current Expenditures Per Capita}}$	Productivity of expenses in salaries	9	6	4
			242	163	178
			4%	3%	2%
4.2 Rationalization of Expenditures	$\frac{\text{Total Recurrent Expenditures}}{\text{Total Development Expenditures}}$	Measurement of administrative costs versus development costs	4,204,457	4,180,727	6,782,000
			3,292,983	18,584,242	72,000,000
			128%	22%	9%